

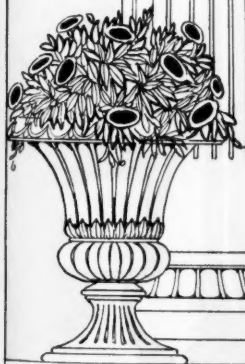
SEP 28 1923

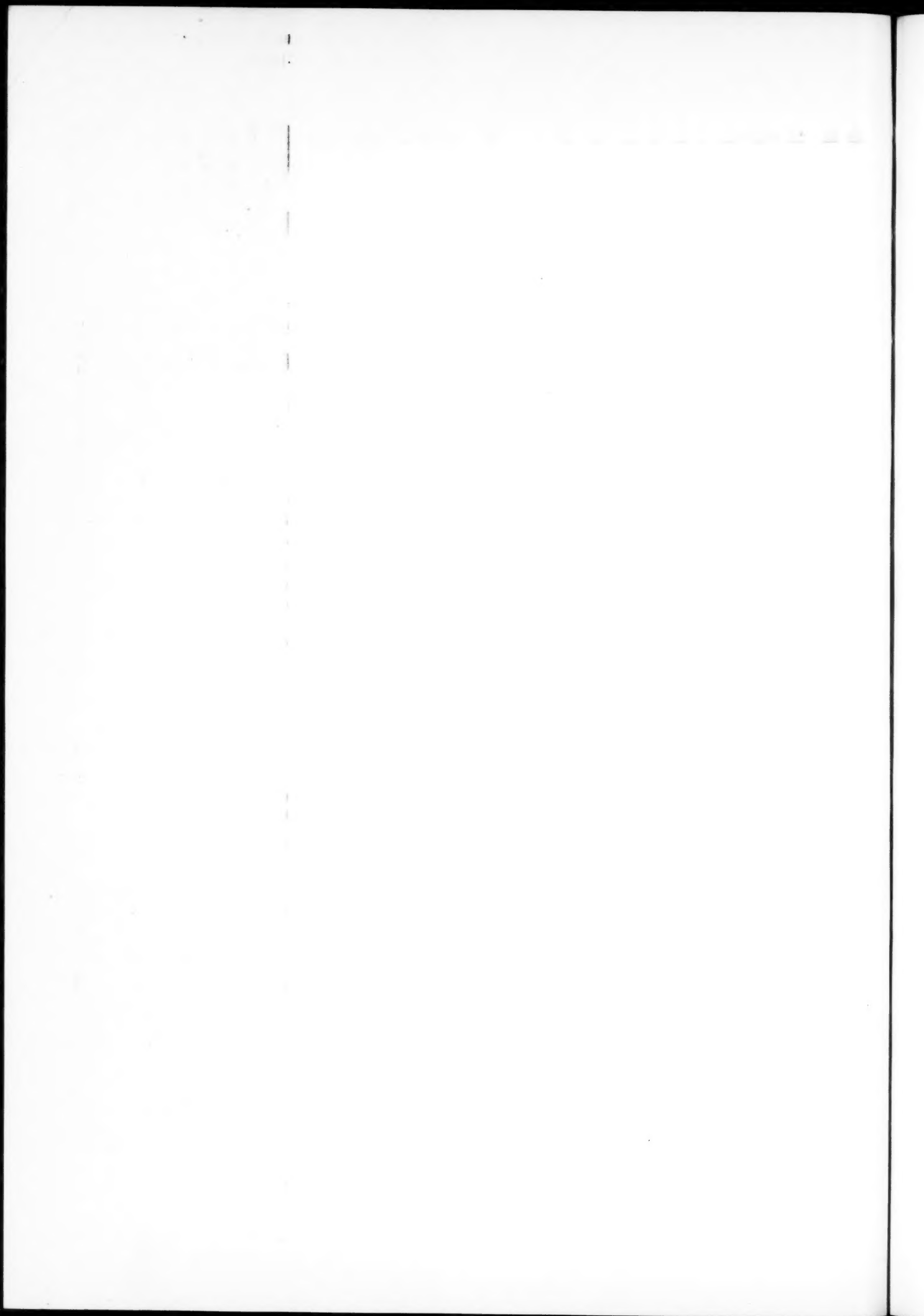


INSTITUTE OF AMERICAN MEAT PACKERS

*The* NATIONAL  
PROVISIONER

1923  
Convention  
Number







# THE NATIONAL PROVISIONER

Copyright, 1923, by The Food Trade Publishing Co. Title Registered in U. S. Patent Office.

OFFICIAL ORGAN OF THE INSTITUTE OF AMERICAN MEAT PACKERS AND THE AMERICAN MEAT PACKERS' TRADE AND SUPPLY ASSOCIATION  
PUBLISHED EVERY SATURDAY

Entered as second-class matter at the postoffice at Chicago, Ill., under the act of March 3, 1879.

Vol. 69.

Chicago and New York, September 22, 1923

No. 12.

## *Meat Industry Takes Big Step Forward*

**Progress of Institute Development Plan Told at 18th Annual Convention at Atlantic City—Industry to Be Put on a Scientific Basis**

**Packers Are Thinking About Fundamental Things**

Having "taken stock" of itself at last year's convention of the Institute of American Meat Packers, the industry evidently did more thinking to a purpose during the succeeding twelve months than ever it had done before.

At least, this conclusion might be drawn after listening to the proceedings of the eighteenth annual convention, which was held at Atlantic City, N. J., on September 17, 18 and 19, 1923.

Not only had there been thinking done, but there had been acting. On the thinking side the discussion of "What's the Matter with the Packing Business?" which raged all winter in the columns of THE NATIONAL PROVISIONER evidently crystallized the feeling that something should be done to make the packer more a merchandiser and less a speculator.

### **Made a Real Beginning.**

On the "acting" side the Institute has launched its Development Plan along educational and research lines, and this convention was memorable as the stage for the announcement of the "Institute of Meat Packing." It was really an epochal event, and those who doubted may now study the plan given out and revise their opinions.

The industry is "on its way," and so is the Institute. A remark by a visiting speaker applied equally to the two progressive steps just mentioned. He said: "This convention is epochal because you have decided to place your industry upon the firm basis of science." And it is evident that science does not mean theory at the expense of practice.

It was a wonderful convention in every way, and THE NATIONAL PROVISIONER can sketch only its high lights in this introductory summary. It is the pleasure of the industry's recognized organ, however, to place before the industry a complete report of the proceedings in these pages.

### **An Administration of Achievement.**

The President's address was a characteristically clear and comprehensive review of the progress of the Institute and the situation of the meat and livestock industry today. Long known as a keen student of the economics of meat packing, Mr. Herrick's summary of conditions vindicated his reputation. It was a birdseye view of the meat status as it now exists, and must be read and studied to get its full value. It is printed in full in this issue of THE NATIONAL PROVISIONER.

It was the pleasure of President Herrick to report the epoch-marking progress of Institute work and of the In-

stitute Development Plan during the first year of his administration. He may well share with his co-workers the pride that is due them for these achievements. With his customary graciousness he left these momentous announcements to others.

One of the notable elements in the success of Mr. Herrick's administration has been his devotion to and consideration of his fellow-workers. This applies not only to high officials, but to the most modest Institute employees.

Not only has the president inspired the loyal service of employees, but he has presided at all meetings with a skill and resource which has brought out the best that was in the minds of the packers attending these gatherings. This has meant much to the success of the work, and will mean more in the future if further plans are carried forward.

### **Buy Right—Make Right—Sell Right.**

The practical value of the program and the progress made in the industry were strikingly illustrated at the first afternoon's session. Devoted to a discussion of "The Fundamentals of Successful Meat Packing," it revealed the fact that packers are beginning to appreciate what these fundamentals are, and to attempt to follow them.

In opening the discussion Vice President Dold remarked that successful meat packing had seemed almost a lost art. He added that "unless we can get back to buying our raw products at such prices that **on the same day** we can sell the manufactured products at a profit—unless we can do that, this industry will continue to be the 'lame duck' of business."

The speakers who discussed "Buy Right," "Make Right" and "Sell Right" offered a trilogy of packing wisdom. All agreed that packing should be put on a manufacturing basis. If the three talks could be summed up in three slogans they might read: "Buy for a definite market," "Standardize plant volume and operations," and "Sell quality and service." Through all rang the vital axiom: "Know your costs; buy and sell only at a profit."

These discussions were so important and so ably handled that they deserve further summary here:

### **Some Lessons in Buying.**

"Buy Right."—The losses of the packers during the post-war deflation were in large measure due to unintelligent buying, according to President F. Edson White of Armour & Company. Many packers have held the idea

that the public would eat all the meat produced. The truth was that the amount the packer can sell depends on the buying power of the consumer, and not on the volume of livestock produced.

The finished animal is a product that must be broken down for consumption, and the product secured varies greatly in intrinsic worth. Mr. White took up the two theories of buying in operation—buying for a definite market, and cleaning up all classes of animals on the market at a given price.

He suggested that open buying should be stopped, and that it must be realized that a saturation point in consumption can be reached. He urged packers never to buy just because they could buy lower. Packing should be put on a manufacturing basis, and the salvation of the business was to find new outlets.

#### **Standardize Plant Volume.**

**"Make Right."**—Regulate your plant production, and get a uniform product with a definite cost, said Vice President J. Moog of Wilson and Company, in a remarkable discussion of the fundamentals of successful plant operation. One vital matter to keep in mind is that it is wrong to assume that the conditions surrounding the production and marketing of livestock and slaughtering and distributing of packinghouse products prohibit the standardization of plant volume.

Fundamental costs should be better known and all products must be standardized. Mr. Moog urged that a definite volume be set for each plant, and that it be adhered to. He pointed out the bad results of poor operation, the losses from careless butchering, the evils of trying to force work, the need to save on supplies, including power supplies, and the need for continual inspection of equipment. In a word, Mr. Moog said that it was a public duty of the packing industry to be efficient.

#### **The Art of Salesmanship.**

**"Sell Right."**—Salesmanship as the art of selling "Quality and Service" was dealt with by that master salesman, J. A. Hawkinson, President of Allied Packers, Inc. He insisted upon the need for intelligent direction of salesmen and their training and handling. Competent salesmen mean profit, and incompetent salesmen result in losses. Selling is the only part of the packing business that needs to be systematized.

Mr. Hawkinson declared that salesmen should be encouraged to figure their tonnage daily, and their daily cost to sell. The need for knowing cost of handling an order was also brought out, and its effect upon profits. One of the features to beware of in selling was stated to be irresponsible C. O. D. buyers. Cooperation of credit and sales departments was urged as an end to be desired. Salesmen were asked to give suggestions to dealers because they were much appreciated. Price cutting at all costs was to be avoided.

Following appropriately this triple discussion was J. C. Hormel's analysis of wholesale costs. His conclusions are graphically illustrated by sketches in connection with the report of his talk in this issue of THE NATIONAL PROVISIONER.

#### **Here Is the Answer!**

In justifying the activities of the Institute's Department of Education and Research, that all-round expert, Vice President W. W. Woods, gave almost extemporaneously one of the cleverest and most concise answers yet made to the moot question "What's the Matter with the Packing Business?" Said he:

"The packer doesn't pay unprofitable prices for livestock, or accept unprofitable prices for meat, because he is of a gambling turn of mind, or because he knows less about buying or selling than someone else. He does it because he has an expensive packing plant yawning for livestock, or a costly branch house crying for meat, or perhaps even a banker yelling for cash!"

Over-expansion of the industry, abnormal operating expenses, larger livestock production and smaller demand for meat (demand, not consumption) were given as the

chief difficulties. "Volume"—the packer's will-o'-the-wisp—is no good if sales are made at a loss. "Good demand" is a fatal come-on if that demand is met at less than a living profit.

#### **Government and the Packer.**

Government attitude toward the industry was shown in the presence and participation of nearly a dozen high officials and a leading member of Congress.

The member of the President's cabinet who holds the packing industry in the hollow of his hand—Secretary of Agriculture Wallace—reiterated his pledge of constructive cooperation with the industry, and voiced a warning that packer, producer and government must get together to meet world competition. If we don't perhaps 20 years from now we'll be in the same fix with our pork outlet that we are in now with our beef!

Congressman Anderson, once the packers' foe, now the legislative leader for agricultural cooperation, reiterated the importance of cooperation. Increase in cost of production, transportation and distribution have reduced the net yield to the producer. There is an out-of-line adjustment between industries. Transportation is the biggest sore spot right now, the problem needing the most careful study, and Congressman Anderson is doing a big constructive work in that direction with his National Transportation Institute.

#### **A Constructive Co-operator.**

The head of the federal meat inspection service, always a welcome visitor to packers' conventions—because he always has valuable news and advice to offer—told of the many ways in which the Bureau of Animal Industry and the packing industry could help each other. Here was a wide field for cooperation, and Dr. Mohler clearly outlined it.

Development of that foreign outlet for meat surplus which is vital to producer and packer alike brings the Department of Commerce into this field of cooperative effort. The whole range of the packer's world market problems was concisely covered in the talk of Dr. Surface, one of Mr. Hoover's ablest lieutenants. His emphasis of the pork situation and the danger of loss of the British market particularly attracted the attention of the packers.

#### **Helping the Retailer Helps All.**

Domestic distribution depends on the retailer. Here the government is helping most constructively and Mr. Swarthout of the Department of Agriculture told of the cooperative work with Northwestern University in discovering the actual costs of retailing, and in teaching the retailer how to figure costs. The retailer who is losing money and doesn't know it is as much a menace to the packer as he is to himself.

In line with this retail analysis came the message of the retail meat dealers of the country through the president of their largest local branch. Mr. Kramer of New York discussed all the fundamentals of retailing, and agreed that too few retailers know their costs. Like the packer, the retailer's success depends on volume, but too often both packer and retailer know too little about the relation between volume and profits.

#### **Honors for the Veterans.**

The interest and value of participation in this industry is emphasized by the yearly classes which at annual conventions graduate into the "jubilee badge" class. This year a long list received the honors of the 25-year silver button, and for the first time one of them was a woman—a valued member of THE NATIONAL PROVISIONER staff, who has served the industry through its official organ for more than the required period. Even more impressive was the award of the 50-year gold badge to four veteran packers, all of them national figures.

#### **The Election of Officers.**

The reelection of President Herrick was inevitable, after the record he had made. So was the selection of that invaluable pair, Vice Presidents C. B. Heinemann and W. W. Woods. The part Mr. Woods has had in the

work has been made evident already, and his indefatigable labors recognized.

There is danger that the credit due the executive vice president, Mr. Heinemann, may be overshadowed by that gentleman's notorious modesty. The brevity of his annual report was monstrously misleading. Officers, committee chairmen and others who have worked with him know how much of the success of the work in many directions is due to his efforts. He cannot hide his light under a bushel.

The re-election of J. C. Dold and John J. Felin as member vice presidents, and the addition of a younger executive to their number in E. C. Merritt, gives the President an able staff of supporters. In the election of this year's class of directors the choosing of such loyal and intelligent workers as Fred Guggenheim of Chicago, Jay Decker of Iowa, Richard Keefe of Kansas, and that New England luminary, F. S. Snyder of Boston, was a real recognition of merit.

Officers for the coming year, with the complete roster of directors, are as follows:

President—Chas. E. Herrick, Brennan Packing Company, Chicago.

Vice President—C. B. Heinemann, Chicago.

Vice President—W. W. Woods, Chicago.

Vice President—E. C. Merritt, Indianapolis Abattoir Company, Indianapolis, Ind.

Vice President—J. C. Dold, Jacob Dold Packing Company, Buffalo, New York.

Vice President—J. J. Felin, John J. Felin & Co., Inc., Philadelphia, Pa.

Treasurer—John T. Agar, Wm. Davies Company, Inc., Chicago.

Central Administrative Committee—C. E. Herrick, Brennan Packing Company, Chicago; Thos. E. Wilson, Wilson & Company, Chicago; G. F. Swift, Swift and Company, Chicago; T. Davis Hill, Corkran, Hill & Company, Baltimore, Md.

Institute Plan Commission—Thos. E. Wilson, Chairman, Wilson & Company, Chicago.

Directors (3 year term)—J. E. Decker, Jacob E. Decker & Sons, Mason City, Iowa; F. S. Snyder, Batchelder & Snyder, Boston, Mass.; R. T. Keefe, Henneberry & Company, Arkansas City, Kans.; Fred Guggenheim, Guggenheim Bros., Chicago; Myron McMillan, J. T. McMillan Company, Inc., St. Paul, Minn.

Directors (2 year term)—J. Ogden Armour, Armour & Company, Chicago; J. A. Hawkinson, Allied Packers, Inc., Chicago; Thos. E. Wilson, Wilson & Company, Chicago; T. Davis Hill, Corkran-Hill & Co., Baltimore, Md.; T. P. Breslin, Standard Packing Company, Inc., Los Angeles, Cal.

Directors (1 year term)—Edward A. Cudahy, Jr., Cudahy Packing Company, Chicago; G. F. Swift, Jr., Swift and Company, Chicago; Oscar G. Mayer, Oscar Mayer & Co., Chicago; W. H. White, Jr., White Provision Company, Atlanta, Ga.; J. A. Wiederstein, John Hoffman's Sons Company, Cincinnati, O.

## Milestones on the Road to Success

The convention of 1923 marks definitely and measurably the progress made by the American meat packing industry in the new era of development which it entered a year ago.

On October 10, 1922, the meat packers of the United States, by adopting unanimously the Institute Plan, committed their industry to a distinctly new stage of development.

Results in the first year, the convention showed, have been beyond the estimate.

**Practical Research.**—In the words used by the Committee on Practical Research to report its work, "this division of the Institute Plan will soon be under power and on the way toward accomplishing results far beyond the expectations of its most enthusiastic supporters." John P. Harris, recently engaged as Director of the Bureau of Practical Research, is actively at work.

**Education.**—It is gratifying and almost amazing to realize that the creation of a complete education unit—the Institute of Meat Packing—to be conducted by America's largest industry and a very great university, is **only one** of the accomplishments under **only one** of several sections of the Institute Plan. The Institute of Meat Packing will offer instruction for men already in the packing industry and for men intending to enter it. It also will carry on research in the social and physical sciences as applied in meat packing.

**Night Classes.**—Evening courses will be offered at Chicago, beginning October 1, 1923, for men already engaged in the packing industry. Instruction will be in charge of experts associated with the packing industry and well-trained university teachers. In every case, the instructor in charge of a course will be assisted by special lecturers and advisers who are practical men employed in the packing industry.

Courses offered during the first year include economics of packing (two quarters or six months); marketing of meat products (one quarter); superintendency (two quarters); packinghouse finance (one quarter); accounting (three quarters); science in the packing industry (one quarter), and meat packing operations (two quarters).

**Correspondence Classes.**—The instruction offered personally at Chicago will be made available by correspondence methods to men engaged in the industry elsewhere.

Applications are invited now, and the correspondence study will begin about the first of the year.

**Day Courses.**—Beginning October 1, 1924, the Institute of Meat Packing will offer courses for persons who will devote their full time to study. The significance of these day courses is indicated by the statement that "a four-year curriculum is contemplated which will provide for a degree of specialization in the physical and biological sciences, in the social sciences, and in business management." In the later years, the courses will become more specialized, and students will spend an increasingly larger part of their time in the Yards.

It is obvious, as the Institute of Meat Packing states in its initial bulletin, that "this feature of the curriculum will be of even greater value to students who contemplate a career in the industry outside of Chicago than to those who expect to work in Chicago."

**Research.**—Research in the Institute of Meat Packing will contribute both toward the organization of material for instructional purposes and toward improving the practice of the industry.

All in all, the Institute of Meat Packing alone, which is the result of but **one item in one section** of the Institute Plan, would justify the money that has been spent and the work that has been done under the auspices of the Institute Plan Commission. But there are other phases of the Plan.

**Scientific Research.**—The Committee on Scientific Research announced a gratifying development made possible through the generosity of Arthur Lowenstein, Chairman of that committee; and the "Arthur Lowenstein Research Fellowship" on "The Prevention of Meat Spoilage" will focus the investigational capability of a great educational institution on one of the most important problems in meat packing.

The Committee also announced that the Mellon Institute of the University of Pittsburgh will undertake studies looking toward a wider utilization for by-products. The first by-product to be considered will be blood.

Surely such fellowships have a direct bearing on the efficiency of meat packing. Added to the developments of those phases of the Institute Plan having to do with education and practical research, they constitute a record of accomplishment of which the Institute and its Plan Commission may well be proud.





#### THE PARADE OF THE CELEBRITIES.

**THE DOLD CLAN**—(left to right)—Donald Dold, R. S. Dold, J. C. Dold, Richard Dold, J. Paul Dold and Fred C. Dold.

**IN GOOD COMPANY**—Louis Burk, Philadelphia; Vice Pres. Jacob Moog, Pres. Thos. E. Wilson, son Edward, Traffic Manager Geo. A. Blair and Gen. Supt. Seward Frazee.

**THE SWIFT BODYGUARD**—A. D. White, G. F. Swift, a friend and E. S. Urwitz, Lafayette, Ind.

**THE TOLEDO BUNCH**—Philip Provo of the Home Packing Co. shows the sights to his friends, F. G. Leydorf, Aug. Schmidt, Aug. Weissenberger and O. S. Lewis.

**CINCINNATI CAPTURES PHILADELPHIA**—Pat. Ford, superintendent of the Felin plant, Philadelphia; "Daddy" Dupps of Cincinnati, and Elmer Schroth, J. A. Wiederstein and Carl Hauck, Cincinnati packers.

**MORE FROM CINCY**—Our old friend, Charley Roth, Oscar Schmidt, the "Boss" wizard; J. J. Dupps, Jr., and Walter P. Eaton, Hamilton, O. (Note Wiederstein trying to "butt in" again!)

## PROCEEDINGS OF THE CONVENTION

### FIRST SESSION

Monday, Sept. 17, 1923, 10:30 A. M.

The meeting was called to order by President Charles E. Herrick.

**PRESIDENT HERRICK:** The Eighteenth Annual Convention of the Institute of American Meat Packers will please come to order. We are now in session for the transaction of such business as is covered by our program, and such other business as may be properly presented. I am going to ask you all to rise while the Rev. Hinson V. Howlett pronounces the invocation.

#### The Invocation.

**REV. HINSON V. HOWLETT:** Lord, we thank Thee for our life, and a spark of Thine own life graciously given and sustained by Thee. The momentary throbbing of our hearts pronounces Thy momentary provision and care that Thou dost give to us our life, sustained by the present working of a present God. We thank Thee for tasks to do, for hands with which to do the tasks, for minds capable of thinking Thy thoughts, for hearts capable of love as Thou dost love, and we come with an earnestness of purpose, with a sense of our need of Thee to lay our hands to the tasks that are before us. We pray that Thy blessing may be upon us in health of body, in wisdom of mind and in grace of heart, and may Thy blessing be cast around about those near and dear to us in our absence. Guard them, guide them, keep them, and may it be given to them to love as Thou dost give it to us to love.

We pray in the name of Him who taught us to say: Our Father, which art in heaven, hallowed by Thy name; Thy kingdom come, Thy will be done on earth as it is in heaven. Give us this day our daily bread, and forgive us our debts as we forgive our debtors. And lead us not into temptation, but deliver us from evil, for Thine is the kingdom, and the power, and the glory, forever. Amen.

#### Invited to Many Places.

**PRESIDENT HERRICK:** It has long been the custom of our organization to hold its annual conventions in cities wherein were located a considerable number of our members. It has on some occasions departed from that custom, however, and its conventions have been held at other spots where there might be an admixture of recreation and pleasure with the serious undertakings of the meetings.

This year invitations were received from some 18 or more cities. Perhaps the number of invitations which we received was increased somewhat by a knowledge on the part of these cities that they would not be asked in any way to pay any part of the expense of the convention, for we have always paid our own way.

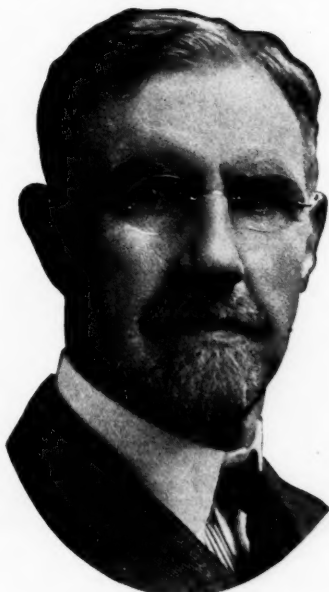
Those invitations came from widely separated points, as far apart as Montreal, as Jacksonville, Fla., as El Paso, Tex., as Atlantic City on the east and Denver on the west. Of course, we recognized the fact that if we accepted the invitation to go to Montreal, we would thus get outside of the now famous three-mile limit, and our friends in El Paso called our attention to their proximity to the Mexican border. These were considerations in these trying times that were not to be overlooked or lightly treated. But we heard that Atlantic City was the Playground of America, and so we put aside these other considerations, and we are here.

There might be some doubt in the minds of the citizens of this community as to their security, with the presence of such a quantity of alleged suspicious characters, for you know that we have had a great deal of advertising, and not always of a favorable character, at the hands of aspiring politicians. In order to assure ourselves of the attitude of the community, I am going to ask the Mayor of this city to speak to us. The Hon. Edward L. Bader, Mayor of Atlantic City. (Applause.)

#### ADDRESS OF WELCOME.

Hon. Edward L. Bader, Mayor of Atlantic City, N. J.

**MAYOR BADER:** I want to say first of all that I have addressed hundreds of conventions in the past two months, but I have never seen such a prosperous-looking bunch of men in all my life; so I don't suppose you are down here to raise the price of the commodities that keep us alive.



CHARLES E. HERRICK  
(Brennan Packing Co., Chicago)  
President of the Institute.

Talk about invitations from other cities; I want to invite you here next year, and I want to invite you two weeks sooner. I want you here during the week of the Pageant. I know you are good judges—I don't know about beauty, but regarding being judges of beef and cattle, you are all right, and we had some of them here. (Laughter.)

They speak in Atlantic City about the three-mile limit. I want to say that I have been out in Denver and I happened to be out in Salt Lake City, and they told me that it was so dry out there that there were frogs four years old who had never learned to swim. (Laughter.)

Those of you who have come to Atlantic City unprepared, I want to tell you frankly that I have never touched a drop in my life, but I am in favor of light wines and beer, and while we are getting that through, I want to present to you, Mr. President, the key, not only to Atlantic City, but to a certain place—and I don't mean what you mean. (Laughter.) This will get you out of any kind of trouble, and it will get you what you want,

and you can get anything free if you can find it, and this key opens a door that will give you something to keep you warm this cool weather. (Laughter and applause.)

(Mayor Bader presented President Herrick with the key referred to.)

**PRESIDENT HERRICK:** As this is a golden key, I must assume that it is the key to Dr. Howlett's church. (Laughter.) But at any rate we will try it.

Having now received the assurance that our fears were groundless, and that the highest civic official of this community really does bid us welcome, it is proper that one of our members should reply. That member has been chosen because he has already achieved a national reputation. He has been active in his own civic community, for he has recently retired as the president of the Boston Chamber of Commerce. During the war he was chief of the Division of Coordination of Purchases at Washington, also in the United States Food Administration, member of the Policy Board, uniting the Army, Navy, Federal Trade Commission and the Food Administration. He was also chief of the Meat Division during the latter half of the war.

Let me introduce Mr. Frederick S. Snyder, of Batchelder & Snyder Co., Boston, Mass. (Applause.)

#### RESPONSE TO ADDRESS OF WELCOME.

**MR. SNYDER:** Mr. Chairman, I do not know why I am not the keeper of the key if I am to make this address of acceptance. (Laughter.)

I am sorry the Mayor was obliged to leave before we had an opportunity to express to him more directly and more thoroughly the appreciation of the members of our Institute and their guests, in this welcome which he has extended to us.

I think it was our Massachusetts Emerson, the philosopher and essayist of Concord and Boston, who wrote upon one occasion something to the effect that if a man made a better mouse-trap than his neighbor, even though his house was hidden in the woods, the world would at last make a pathway to his door. I believe that is true, and it looks to me very much as though our friends in Atlantic City, having been favored by nature by a climate peculiar in that it cools the heat of the summer and makes it pleasant, and tempers the coldness of the winter, thus giving them an ideal climate, they have also provided here splendid hotels and attractions, thus creating a place which is unique in many respects as a resort. It is a place to which the world may come for enjoyment, and it does look as though the world had found many paths to this city, to this door, and the thousands who come here prove its compelling appeal.

I suppose by no possibility that the preference of the world with reference to things having superior merit is confined to places only, for I have even heard it whispered that there were packers who have produced hams and bacon and other products of such admitted merit that they believe the world should carve a path to their door.

This fact was brought to my notice within the past few weeks by an incident in which one of the leading officials of one of our leading packing concerns who was visiting down on Cape Cod at a certain club played a part. After he had been a guest for a few days, the manager of that club called me up and said: "This gentleman is eating a certain kind

of ham and bacon with which you are quite familiar, because your name is identified with it. He is eating it three times a day." I said, "How is that?" and he said, "Well, I am not quite sure whether it is a question of appreciation of superior quality; or whether it might be that he has habituated himself to it in order to increase the demand for pork products, or whether it was just a demonstration of human endurance." (Laughter.)

#### Problems of the Business.

However, to speak seriously, I am glad that we are gathered here to discuss these problems of our business. As one associated with the distributing end for a business lifetime, I am impressed with the value and the increase in efficiency of this Institute.

At the last war-time meeting which I called and attended at Chicago, at a time when it was known that the distribution of government allotment orders would soon cease, and when everybody was worried—when it seemed that it would be necessary for the packers, after a long war period, now being accustomed to war conditions, to either attempt to return to the pre-war conditions, or to develop new methods to deal with these new problems which were confronting them at that time, I stated that there were two recommendations which I would like to make to them.

The first was that the packers lacking European branches prepare for the foreign trade by associating under the Webb Pomerene Act or otherwise, so as to render themselves capable of doing business in many European fields where the junior American packing firms were very poorly represented, the war having destroyed their connection.

The other recommendation was that the packers should make some effort to create an organization through which they could maintain permanent contact with the Departments of Agriculture and Commerce, the stock raisers, the commission merchants and the public.

I have an idea that such a plan already had suggested itself to the minds of various men, for there was general recognition of the need of packer co-operation.

It shows that there is effective co-operation in the industry when it can get together in such a meeting as this.

#### Future of the Industry.

I think we are on the threshold of a new development of this industry. If one will sit down with a pencil and paper and examine the history of the production and growth of the meat packing industry, and also the normal population increase of the human race, we will reach the conclusion that within a few years we will be entering a new era in the development of the industry.

This industry is founded upon the necessities of millions of people all over the world. Populations are growing, and demand is consequently increasing. The developments of science have made wonderful strides in saving and lengthening human life, in all stages, from the cradle to old age. In conjunction with an increased population is a demand for a higher standard of living. Those are all signs pointing to an increase in business. The land area under cultivation is not increasing rapidly. Transportation, which is, of course, the vital key in the development of any industry, is improving steadily.

We have therefore the conditions shaping for a new era of prosperity, because of more mouths to be fed and better facilities for supplying meat foods.

#### What Happened After War.

We are all interested, I think, in seeing an increased demand for pork products. You all know, of course, what happened immediately after the withdrawal of the control of the Food Administration. Following a long period of war, with basic foods under war control, when that control

was released by the Food Administration every repressed speculative activity broke loose—the barriers having been removed—with the result that pork product prices mounted sky-high. The popular cuts which were most in demand had to stand the price burden, which finally resulted in the cessation of demand, and the great price deflation which is not a pleasant memory to any of us.

We represent a large industry with 150,000 employees, representing practically three-quarters of a million people. Our combined capital is, I understand, something like a billion dollars. I have heard rumors that shortly after the war our combined capital was more than a billion dollars, but is said to have diminished, but that diminution is not a particularly happy recollection. However, we are now making progress.

#### Packer Not a Middleman.

I am, personally, opposed to the idea of describing our industry as that of middlemen, because I think that is far removed from the facts. We follow the farmer who has raised his grain and then fed the grain to his cattle and hogs, and sold the livestock to the packers, who in turn sell to the retail dealer, and via the retailer



F. S. SNYDER  
(Batchelder & Snyder, Boston, Mass.)  
Director-elect of the Institute.

the meat to the table of the consumer.

We represent vital links in the chain.

There are other interesting things to discuss, if time would permit, but I shall close by saying that I am sure we will find that attendance upon these meetings will result in both pleasure and profit and that this key to the city will be used with discretion. I hope that at this place we may find ample opportunity to both conduct our business and also to play a little. "All work and no play makes Jack a dull boy." One thing has never been charged against the packing industry, namely, that it is dull. I thank you for the opportunity to extend our acceptance of this welcome of His Honor the Mayor.

PRESIDENT HERRICK: The next in order will be the reading of the minutes of the previous meeting. These are in print and a motion would probably be in order to dispense with their reading.

(The motion prevailed.)

It is an old custom to expect from the President of the Association at this time a statement of some of the work that has been done during the past year, and possibly looking forward somewhat to what may be accomplished in the year to come. I know that this is usually the procedure,

not only to prepare such a statement that will not only represent the work of the year, but to put it before you in such fashion that you may find it of interest and profit. I should have been glad had it been possible to condense to an even greater degree that address this morning, but you know that, like a minister's sermon, or a lady's dress, it must be long enough to cover the subject and short enough to be interesting. I couldn't make it any shorter, and I am afraid you will think it is too long.

### Address of the President

#### I. THE INSTITUTE AND WHAT IT HAS DONE FOR US.

Fellow Members of the Institute of American Meat Packers:

Scarcely a year has elapsed since our last convention, but it has been a year of great activity—great activity in the industry and great activity in the Institute. While the industry has been dressing, processing, distributing, and selling the greatest amount of meat in its history, the Institute has been accomplishing more than ever before in its history, working along the practical lines laid down for its orderly development, carrying out the soundly-devised plans previously made, and making and developing new plans as new situations have arisen.

It seems certain that, since the last convention the industry has entered a new era; or, if not a new era, at least that it is moving in a new direction, which is the reverse of that which it had been traveling since the war, and which leads away from the difficulties of the post-war readjustment period to the opportunities of the present improved industrial situation.

The Institute, likewise, has embarked upon a new development—that under the plan adopted at the convention last year, under which the Institute ultimately shall become "a combined trade association, industrial museum, research institute, and educational institution."

#### Packer Educational Plans.

Substantial progress has been made toward this end. As you all know, the educational activities of the Institute were initiated last winter with a series of lectures on the packing industry at the University of Chicago, and an educator of note has been engaged and has been working upon the further development of these activities. The next step will be to offer evening courses at the University of Chicago for men already engaged in the industry.

A definite and encouraging announcement concerning this step will be made by the Chairman of the Institute Plan Commission when he makes his report. Further steps will include the development of correspondence courses, and of a regular four-year course in meat-packing. Arrangements looking toward these eventualities already are well under way.

On the research side, likewise, substantial progress has been made. The Committees on Scientific Research and on Practical Research of the Institute Plan Commission have both engaged capable directors, and the work is in shape to develop rapidly. A subcommittee of the Committee on Scientific Research has made substantial progress on research work in the curing of hides. This has been done in co-operation with the Tanners' Council of America.

In addition to making an auspicious beginning upon the research and educational activities contemplated under the Development Plan, the Institute has made real progress since the last convention toward improved operations and more effective merchandising, and has participated vigorously in efforts designed to promote a more widespread knowledge of the food value and healthfulness of meat.

In this work, the Committee on Trade



Extension has rendered very effective assistance. This Committee was formed last April, in response to suggestions submitted by a number of members, for the purpose of supporting the work of the National Livestock and Meat Board and making effective throughout the industry the approved plans and policies of the standing committees of the Institute.

From the time of its organization, this Committee has functioned vigorously and effectively, and, in addition to its substantial contributions to the "Meat for Health" movement—without which the movement could not have succeeded—has aided the work of the committee on Standardized Containers, the Committee to Confer with Government Officials, and numerous others.

I could go more into detail concerning the work of the various committees, but inasmuch as they have submitted very complete and very interesting printed reports for distribution to the membership, it probably will not be desirable at this time to dwell too much upon the accomplishments of the Institute during the last year. It undoubtedly will suffice to sketch briefly, in a general way, a few of the outstanding things which the following committees have accomplished in behalf of the industry.

#### Committee on Foreign Relations and Trade.

The export market is of great importance to the livestock and meat packing industry. During the year, the efforts of the Institute's Committee on Foreign Relations and Trade have been directed toward improving trade relations with European countries. The Committee continued its negotiations with English buyers, and agreements have been reached on most of the points under discussion. Final arrangements have been made with respect to the Holland contracts, and revised copies have been distributed to exporting members.

#### Committee on Improved Livestock Breeding.

Pure bred livestock, as all of you gentlemen know, not only mature more quickly than do scrub animals on a given amount of food, but also yield a higher percentage and a better quality of meat.

I am glad to be able to say that our Committee on Improved Livestock Breeding has continued its effective work of encouraging stock improvement. This has been done through the award of cups at the principal stock shows for carload lots of animals showing the highest degree of the standard characteristics of the breed; through the issuance, in co-operation with the Bureau of Public Relations, of articles, pointing out the merits of improved breeding, and through the addresses of members of the Committee on numerous occasions before large gatherings of producers.

The Committee's Subcommittee on Soft and Oily Hogs has received official recognition for its work from the United States Department of Agriculture. In helping to improve our supply of raw material, this Committee has made a substantial contribution to the industry.

#### Committee on Industrial Relations.

The Committee on Industrial Relations, in addition to its other important work, has counseled at various times with the Institute's Bureau of Industrial Education, and co-operated vigorously in planning and arranging the lectures on "The Packing Industry," which were given last winter at the University of Chicago under the joint auspices of the School of Commerce and Administration, and the Institute Plan Commission. It is gratifying to note that the Employee Representation Plan, which this Committee fostered, has been working out to the satisfaction of all concerned.

#### Committee on Livestock Losses.

In keeping with its excellent record of former years, the Committee on Livestock Losses has functioned vigorously. Through the use of exhibits, motion pictures, lectures, and newspaper publicity, the Committee has been able to broadcast informa-

tion, concerning not only the harmful effects of careless handling of livestock, but also concerning the proper methods of handling animals from the time they leave the farms until they arrive at the packing plants.

By this means, producers in all parts of the country have come to learn that careful handling pays and that bruises and other injuries mean reduced returns and make up for inefficiency. Many packers, too, as well as commission men and stockyards companies, whose interest has been aroused through the Committee's efforts, have come to realize more fully the importance of this work, and have taken steps to make certain that their employees handle all livestock carefully and humanely. That this has resulted in real dollars and cents saving to the industry is not to be doubted.

#### Committee on Local Deliveries.

The outstanding accomplishment of the Committee on Local Deliveries has been the completion of the survey of delivery costs undertaken a short time before the convention last year. The results of this survey will be issued soon in printed form. This work, which was done in co-operation with the Bureau of Public Relations, will place at the disposal of the entire

functions has been the answering of questions of sundry packinghouse operations.

By thus giving aid to inquiring packers, the Committee has been gradually educating the industry to the end that better results may be attained and better products may be marketed. It believes that intelligent competition is preferable to ignorant or misinformed competition and has spared nothing in an effort to make the whole industry more efficient and fully informed on operative problems.

#### Committee on Public Relations.

As in previous years, much work that has been of practical value to the membership has been accomplished by the Committee on Public Relations and the Bureau of Public Relations. Numerous statements have been issued, calling attention to the low levels of wholesale meat prices, and urging housewives to buy various cuts which at different times during the year were on the market in surplus quantities, relative to demand, and were selling at low prices.

These statements were published widely from time to time, coming to the attention of millions of consumers. Other news statements interpreted various phases of the industry to the public, and, with motion pictures, exhibits, and the booklets and leaflets issued by the Bureau, brought to the attention of consumers everywhere the remarkable service of the packing industry, its efficiency, and its low rate of profit, as well as its importance in our national economic structure.

The services of the Committee and the Bureau in connection with "Meat for Health Week" also were of great value to the membership. This work included not only the detailed preparation of virtually all of the material used, and substantial contributions in the way of publicity, but also the direction of the Institute's participation in the movement.

In my estimation, the public relations work is one of the Institute's most important and resultful activities. Inasmuch as the majority of people have a tendency to be guided by what they read, the work is of vital importance from this standpoint alone.

But, as I have indicated, the work is much broader than the issuance of news statements about the industry and its products; it involves many phases of advertising and education and numerous other activities which cannot help but have a direct, beneficial effect on our sales.

#### Committee on Standardized Accounting.

Although the Committee has decided that it will not be necessary at present to issue further booklets on accounting, it has functioned vigorously throughout the year in the interests of the membership. In addition to answering frequent inquiries concerning practical accounting problems, the Committee has advised several members regarding the installation of new accounting systems. Its report will inform you of the general progress of the work already undertaken.

#### Committee on Standardized Containers.

The Committee on Standardized Containers has continued its very important work on containers, particularly on those for lard and lard substitutes. When the sizes first recommended by the Committee were not uniformly adopted, the Committee on Trade Extension suggested a change to the sizes used for lard substitute. This seems to have brought about the desired result. The Committee has been successful in obtaining the co-operation of the lard container manufacturers, and the results of its work mean substantial savings to the entire industry.

It also has co-operated with various governmental agencies working on standardization plans, and has been represented at several important conferences. The Committee also was represented at the special course given under governmental auspices at Madison, Wisconsin, where a special study of containers was undertaken.



J. C. DOLD  
(Jacob Dold Packing Co., Buffalo, N. Y.)  
Vice-President of the Institute.

membership a method whereby it will be possible to determine whether the horse or the truck is the more economical equipment for a given task.

#### Committee on Nutrition.

The Committee on Nutrition has labored faithfully during the year in behalf of the food value of our product. In accordance with its adopted policy to put forward the facts about meat, the Committee has kept in close touch with scientific literature, and, through the Bureau of Nutrition, has compiled the available facts about meat and issued them at frequent intervals, not only to combat and controvert the statements of those who have disparaged meat unfairly, but also to inform physicians, dietists, home economists, and other important groups of the affirmative qualities of meat in the diet. Through the efforts of the Committee and the Bureau, meat is being scrutinized in the light of new evidence, and is receiving due credit for its merits. This work should be very close to the hearts of all of us, for it is a real service in the interest of our product and of the great industry of which we are part.

#### Committee on Packinghouse Practice.

The Committee on Packinghouse Practice has been of constant service to the membership on numerous problems within its jurisdiction. One of its most important



#### Committee to Confer with Government Officials.

The work of the Committee to Confer with Government officials has necessitated several trips to Washington on various matters in the interest of Institute members. Representatives of the Bureau of Animal Industry met in Chicago for a conference with the Chief of the Bureau, and the Committee, taking advantage of the opportunity, held a meeting with the Chief and his staff. Much progress was made at this conference toward the solution of problems which had been under discussion from time to time.

The Committee has found the Bureau Chief sympathetic to any plan of co-operation and eager to do anything shown to be essential to efficient and economical operations within the industry.

#### Committee to Confer with Livestock Producers.

In addition to addressing a number of important livestock conventions, the members of the Committee to Confer with Livestock Producers have held important conferences with representatives of the producers to discuss marketing and allied problems. The producers at these conferences stated that they were well pleased with the policies of the packers on marketing problems.

We feel that this Committee, through its efforts, has brought about a better understanding of many of the mutual problems of producers and packers. The Chairman of the Committee was elected Vice-Chairman of the National Livestock and Meat Board, the majority of whom are officials of livestock associations.

Many communications have been received from producers' organizations expressing the belief that great good was being accomplished by this method of friendly co-operation which very readily dispels the unjustified ill feeling that frequently arises through misunderstanding.

#### Committee to Confer with Retail Dealers and Trade Associations.

The 'good-will and co-operation of the retailer, who, by reason of his direct contact with the consumer, constitutes one of the most important links in the chain from farm to table, is essential to the most efficient conduct of the meat industry. The work of the Committee to Confer with Retail Dealers and Trade Associations has been of such a nature as greatly to improve the relations existing between the various factors of the meat industry, particularly between retailers and packers.

Effective co-operation has been extended to the dealers, through the Bureau of Merchandising, to help them solve some of their most pressing problems, such as accounting, window display, the selling of slow-moving cuts, and other sales difficulties.

The Committee to Confer with Retail Dealers and Trade Associations supervises the Institute's participation in the Meat Councils—those businesslike organizations of retailers and packers which have performed such effective service in the field of merchandising and trade relations, and which promise even more for the future.

Through these Councils, retailer and packer have come to understand more fully the problems of the other, and to realize the necessity for co-operative effort and, by actual experience, to realize the advantages to be derived from working together.

#### Legal Committee.

The Legal Committee has met frequently during the year and has carried on its work with great vigor. It has given legal advice on questions raised by members of the Institute, and has kept the membership posted on general legislative matters.

#### Traffic Committee.

The Traffic Committee was very active in the interests of member companies of the Institute, setting a high standard of

service. In addition to looking out for the interests of the shipper of live stock, the Committee, with the co-operation of Vice-President Heinemann and of the Washington office of the Institute, has kept closely in touch with the equipment situation and frequently has rendered assistance to member companies in need of cars. The Committee also has continued its efforts to obtain modification of the Hague rules, and has been instrumental, by its persistent efforts, in accomplishing several important changes.

The Traffic Committee was instrumental in securing the fullest co-operation of the American railroads during the "Meat for Health Week," and meat was featured on every dining car during that week.

#### General.

From this brief review of some of the more important achievements of the Institute during the last year, one cannot help but appreciate that the work has grown greatly in volume and in extent, and that as the work broadens, it constantly is becoming of greater practical value to every member company of our organization.

A consulting staff of experts, such as is represented by every Committee of the Institute, would be beyond the limits of



J. J. FELIN  
(John J. Felin & Co., Philadelphia, Pa.)  
Vice-President of the Institute.

possibility for an individual member company. Yet through the Institute, such a staff can be, and is, possible, and is at the daily disposal of us all, without any cost other than our annual membership dues.

By reason of my connection with various committees, and of my official position, I have been very close to the Institute work during the last few years, and particularly during the last year, and I know that the efforts of the committees, of the headquarters staff, and of the New York and Washington offices of the Institute are saving this industry large sums of money annually, both through improving the industry from within and through creating a broader demand for our products at home and abroad.

Notwithstanding the fact that substantial savings have been accomplished through the Institute, I am firmly of the opinion that we have but sampled the possibilities that are in store for us. The Institute Plan will, I am sure, make possible many vast economies, not only through co-operative research and other practical and scientific research on some of our most complex problems, but also in the thorough training of the personnel of the industry.

I also venture the prophecy that hand-

some savings will be made possible in the near future through co-operative advertising through the Institute and in the further development by the Institute of material such as booklets, advertising placards, etc., which can be printed in large quantities, through the consolidation of orders, and furnished to the membership at a cost materially less than that which an individual company necessarily would be compelled to pay for the same material.

#### The Institute Staff.

Before passing from this brief review of the accomplishments of the Institute, it will be only fair to mention the effective services rendered and the full measure of loyalty given by those connected with the headquarters staff and the New York and Washington offices of the Institute. I am sure that all of you have been deeply impressed, as I have been, by the enlarged activities of these departments and the increased volume and value of work they have been accomplishing in the interest of our membership.

This loyal and untiring effort by the staff, together with the generous and unselfish assistance of those serving on our various committees, is directly responsible for the progress made during the year. To them full credit is due and is here gratefully acknowledged.

## II. THE PRESENT SITUATION.

Let us now consider briefly the condition in which we find our industry today.

As I pointed out previously, the industry has entered a new era, or at least is headed away from the period of post-war depression toward the opportunities arising from an improved industrial situation.

#### Meat Production Shows Increase.

When we stop to consider that thus far during the current year the meat packing industry has produced and marketed nearly twenty per cent more product than during the same period in 1922 which, according to the figures of the Bureau of Animal Industry, was the year of greatest production up to that time, we cannot help but feel that this great industry is recovering from the depressing effects of the readjustment period following the war, and is facing a brighter future.

A year ago—even eight months ago—it did not seem possible that our population would expand its consumption of meat so rapidly; and if at that time we had known that the hog supply for this year was to be of such tremendous proportions as it has been, we would have wondered how we could get out of the packing industry before the crash came.

But we knew not, and, unknowing, stuck to our daily duties, absorbed the tremendous supplies of live stock that came to market daily, processed them, and then marketed the product.

#### Domestic Demand Is Good.

Today, the industry is on a secure basis. The domestic market, so far as the demand is concerned, never has been better; and, although the foreign situation looks gloomy, we all know that when matters finally have been adjusted there, as they must be sooner or later, the demand for our meats must grow. Meanwhile, we should not overlook the present European demand, which, although almost insignificant in comparison with our domestic trade, has been fully fifty per cent above the pre-war levels.

At the risk of tiring some of you, I should like to go into this situation for a few moments from the statistical angle. The figures which I shall quote to you have been taken from the reports of the United States Department of Agriculture and other official bodies and simply tell, in a very graphic way, the story of increased production which I have just sketched to you so briefly.

#### Federally Inspected Slaughter Increases.

Unfortunately, comparable figures on the quantity of meat processed by the

packing industry are not available previous to 1920. We have, however, a rough and ready, but nevertheless accurate, index of production in the statistics of animals slaughtered under Federal inspection. Last year the meat produced under Federal inspection represented approximately two-thirds of the total meat production of the United States.

As shown by the accompanying table, the total number of meat animals dressed in Federally inspected plants during the seven months ending with July, the latest date for which figures are now available, was about 20 per cent greater than during the similar period last year, about 10 per cent greater than during the same period in 1919, when the war-time production was at its peak, and about 37 per cent greater than the five-year pre-war average (1911-15) for the same period.

Upon analyzing the figures, we find that this increased production has been due largely to the increased killings of hogs. The numbers of cattle, calves, and sheep dressed under Federal inspection during the first seven months of this year have been only slightly greater than for the similar period a year ago, but the number of hogs dressed has increased about 25 per cent.

Translated into terms of pork, this means an increased production for the first seven months of 1923, as compared with the same period a year ago, of nearly two billion pounds. This, of course, applies to pork produced under Federal inspection.

The following table gives the figures in detail:

ANIMALS SLAUGHTERED UNDER FEDERAL INSPECTION.			
	January to July, Inclusive, 1911-15.	1919	1920
	(5 yr. avg.)		
Cattle .....	3,808,329	5,302,908	4,729,782
Calves .....	1,222,577	2,301,778	2,504,202
Sheep .....	7,520,442	6,327,422	5,846,773
Hogs .....	20,430,021	27,119,032	24,030,705
Total .....	32,981,369	41,051,140	37,108,582
	1921	1922	
Cattle .....	4,206,733	4,598,207	4,977,529
Calves .....	2,322,218	2,444,312	2,649,591
Sheep .....	7,306,117	6,175,086	6,653,144
Hogs .....	23,900,611	24,007,876	30,992,931
Total .....	37,744,679	37,225,481	45,273,195

Source: United States Department of Agriculture.

#### What Has Become of Increased Production?

A logical question now to ask is: Has this increased production of pork been moved into consumptive channels, either at home or abroad, or has it been placed in storage, to await a period when meat supplies are low and when the receipts of live stock are small?

#### Storage Stocks Show Small Increase.

It is true that some of the increased production has been placed in storage, but most of it has moved directly into consumption. A review of figures on stocks of pork and lard in cold storage, issued by the United States Department of Agriculture, indicates that the quantity in storage on August 1 of this year, the latest date for which figures were available at the time this comparison was made, was only about 20 per cent greater than a year ago, and only about 8 per cent greater than the six-year average for August 1.

In pounds, the increase in storage stocks of pork indicated on August 1 of this year, as compared with August 1, 1922, represented a fairly large sum—178,000,000 pounds. Yet, compared with the consumptive demand, this increase was relatively insignificant, and, if it had been the sole source of meat supply for the population of the United States, would have sufficed for only three days at the normal rate of consumption. The following table gives detailed figures:

COLD STORAGE STOCKS.			
	Aug. 1, '23	Aug. 1, '22	1916-21 (6 yr. avg.)
Total pork (not incl. lard) .....	862,765,000	684,446,000	793,572,000
Total lard .....	141,279,000	143,521,000	136,596,000
Total meats (incl. pork and lard) .....	1,121,511,000	933,603,000	1,126,107,000

Source: United States Department of Agriculture.

#### Meat Exports Also Increase.

A part of the increased production of meat has been absorbed by the export trade, but, although this has been about thirty-three per cent heavier than a year ago, the increase in the quantity exported, as compared with a year ago, has amounted to only a little more than 280,000,000 pounds, or only a small percentage of the increased production. This is shown by the following table, covering the first half of the year, and giving comparisons with other years:

EXPORTS OF MEAT AND MEAT PRODUCTS.			
Year.	Quantity, Pounds.	Value, Dollars.	Avg. value, Per pound.
1913 .....	694,361,313	\$ 79,967,133	\$0.1152
1918 .....	1,715,971,130	435,472,799	.2538
1922 .....	835,988,087	115,816,720	.1385
1923 .....	1,117,630,260	148,577,070	.1329

Source: Monthly Summary of Foreign and Domestic Commerce.

#### Meat Consumption Gains.

Thus it is evident that only a small percentage of the increased production of pork has been exported and that another small percentage has been put into cold storage warehouses. The rest of it has gone into domestic consumption. This statement is borne out by the figures of the United States Department of Agriculture which show that the consumption per



GUSTAV BISCHOFF, JR.  
(St. Louis Independent Packing Co., St. Louis, Mo.)  
Retiring Vice-President of the Institute.

capita of Federally inspected pork for the first half of the current year was approximately 25 per cent greater than for the same period a year ago. The consumption of beef, veal, and lamb, showed little change.

The following table, compiled from reports published by the United States Department of Agriculture in "Weather, Crops, and Markets," gives the figures for the last four years:

CONSUMPTION OF FEDERALLY INSPECTED MEAT.							
January to June, Inclusive.							
Beef and Veal		Pork		Lamb and Mutton		Total	
Tot.	Per Cap.	Tot.	Per Cap.	Tot.	Per Cap.	Tot.	Per Cap.
Bil- lion	Lbs.	Bil- lion	Lbs.	Mil- lion	Lbs.	Bil- lion	Lbs.
1920 .....	24.99	25.19	1.94	52.14			
1921 .....	2.172	20.80	2.421	28.31	263	2.60	4,856
1922 .....	2.375	21.85	2.534	24.29	210	1.91	5,216
1923 .....	2.494	22.50	3.330	30.20	229	2.00	6,034

#### Wholesale Meat Prices Are at Low Levels.

In the present situation, wholesale meat prices are unusually low. The consumer, moreover, has found that meat really is cheap and he is buying it.

It will be interesting and revealing to show how greatly wholesale meat prices have declined from their peak, and also to show how close they are to pre-war levels.

Figures issued by the United States Department of Agriculture, show that the principal meats—carcass beef, veal, and lamb, pork loins, fresh picnics, and butts, and such cured pork products as hams, picnics, bacon, bellies, backs, and lard—have declined from 22 to 65 per cent from the peak prices. The details, which merit the interest of all consumers, are given in the following table:

DECLINES FROM PEAK PRICES.				
(Prices per 100 lbs.)				
	Peak Price.	Week Ending	Latest Price Aug. 13-18, 1923.	Percent Decline from Peak Price.
Beef from good steers .....	\$26.00	9/11, '20	\$16.60	36%
Beef from good cows .....	20.90	7/3, '20	13.00	38%
Good veal .....	30.00	9/27, '19	18.70	38%
Pork loins (10-12) .....	41.50	10/2, '20	21.80	47%
Pork loins (12-14) .....	38.50	10/2, '20	18.40	52%
Skinned pork shoulders .....	28.70	8/16, '19	10.15	65%
Picnics (6-8) .....	25.90	8/16, '19	9.25	64%
Fresh pork butts .....	33.25	9/13, '19	12.25	63%
Good lamb .....	32.75	2/7, '20	25.70	22%
Good mutton .....	29.00	4/24, '20	16.70	42%

Week of Sept. 3, 1920.			
	Latest Price Aug. 13-18, 1923.	Decline from Sept. 3, 1920.	Percent.
Smoked hams (14-16) .....	\$35.50	\$24.25	32%
Smoked picnics (4-8) .....	22.50	12.50	44%
Bacon, No. 1 (6-8) .....	48.25	31.00	36%
Bacon, No. 2 (6-8) .....	36.25	24.25	33%
Dry salt bellies (14-16) .....	22.50	13.62	39%
Dry salt backs (14-16) .....	18.00	11.38	37%
Pure lard, tierces .....	20.75	12.88	38%

Source: Figures from Market Statistics (United States Department of Agriculture Bulletin No. 982) and Weather, Crops and Markets, published by United States Department of Agriculture. Figures on Chicago market.

#### How Present Prices Compare with Pre-War.

The statistics of the United States Department of Agriculture, so far as meat prices are concerned, do not date back to the pre-war period.

Consequently, when we wish to compare present prices with pre-war prices, we consult the market pages of THE NATIONAL PROVISIONER. There we find that many meats are selling at or below pre-war levels.

For example, although the wholesale prices of light pork loins on September 1 of this year were 60 per cent higher than on September 1, 1913, owing to a somewhat short supply, relative to demand, the wholesale prices of fresh hams were only 9 per cent higher than on the similar date in 1913; leaf lard was exactly the same; spareribs were 6 per cent lower; skinned shoulders 12 per cent lower; carcass beef from good native steers, 26 per cent higher; carcass beef from cows, 10 per cent lower; good carcass veal, 6 per cent higher.

It is rather difficult to obtain comparable published statistics on the prices of cured pork products dating back as far as 1913, inasmuch as quotations or specifications have changed considerably since the pre-war period. However, from the Daily Trade Bulletin, published by Howard Bartels & Company, we find that the wholesale prices of smoked hams, smoked skinned hams, smoked picnics, and breakfast bacon, are only slightly higher than 1913, but that the prices of sweet-pickled picnics and bellies and dry salt cuts, such as clear bellies, rib bellies, plates, and butts are at or below the levels which prevailed at this time in 1913.

The following table gives the details:

WHOLESALE PRICES OF MEAT AT CHICAGO.				
Week of September 1.				
Product.	1923.	1922.	1913.	Percent. 1923 Price is above or below '13
Pork (fresh):				
Loins (8-10 lbs. avg.) .....	.28	.26	.17½	+60
Leaf lard .....	.11½	.12	.11½	0
Spareribs .....	.08½	.08½	.00	-6
Skinned shoulders .....	.11	.13½	.12½	-12
Hams .....	.19	.18	.17½	+9
Carcass Beef:				
Prime native steers .....	.17½	.16½	.13½	+35
Good native steers .....	.15½	.15½	.12½	+26
Medium steers .....	.14½	.13½	.12½	+13
Good heifers .....	.14½	.14	.12½	+17
Cows .....	.10	.00	.11½	-19



Carcass Veal:				
Good calves...	.18	.17	.17	+ 6
Sweet Pickled Meats:				
Hams (12-14)...	.16 15/16	.15 1/16	.15 1/16	+12
Skinned hams...	.15 1/4	.17	.14 1/4	+ 6
Picnics...	.08 1/4	.09 1/4	.09 1/4	-13
Bellies...	.14 5/16	.18	.15 1/8	- 5
Dry Salt Meats:				
Fat backs...	.11 1/4	.10 1/4	.09 1/4	+17
Clear bellies...	.10 13/16	.12 1/4	.12 1/4	-13
Rib bellies...	.10 11/16	.12 1/4	.12 1/4	-17
Plates, regular...	.08 1/4	.07 1/4	.10 5/16	-20
Butts...	.08	.07	.07 9/16	+ 6
Smoked Meats:				
Hams...	.22 1/4	.23 1/4	.17 1/4	+20
Skinned hams...	.23 1/4	.24 1/4	.18 1/4	+27
Picnics...	.13 1/4	.14 1/4	.11 1/4	+15
Extra short rib sides...	.10 1/4	.13 1/4	.12 11/16	-18
Sb. clear sides...	.10 7/16	.13 1/4	.13 7/16	-22
Rough sides...	.10 1/4	.12 1/4	.12 15/16	-20
Breakfast bacon...	.19 1/4	.26	.18 1/4	+ 9

Source: The National Provisioner and Bartel's Daily Trade Bulletin.

#### By-Products Prices Are Relatively Low.

By-products prices, particularly in the case of hides, are generally lower than before the war. Heavy native steer hides, for example, are approximately 28 per cent below the prices which prevailed in 1913. These and other declines in the price of by-products, are shown in the following table:

BY-PRODUCTS PRICES AT CHICAGO.				
Week of September 1.				Per cent.
	1923.	1922.	1913.	1923 Price is above or below '13
Hides:				
Heavy native steers	.14	.20 1/2	.19 1/4	-28
Colorados	.11 1/4	.17 1/2	.18 1/4	-37
Branded cows	.10	.16	.17 1/4	-44
Light native cows	.11 1/4	.19	.18 1/4	-37
By-Products:				
Concentrated tankage	3.75	2.32 1/2		+37
Ground	.11 1/4	.11 1/4	.11 1/4	+ 2
Edible tallow	.08 1/4	.08	.08 1/2	- 3

#### Live Stock Prices Show Increases Over 1913.

Live stock prices during the week of September 1 were slightly higher than they were last year at that time, and, with the exception of hogs, substantially higher than on the same date in 1913.

Prices of native beef cattle at Chicago during the week of September 1 of this year were 32 per cent higher than during the week of September 1, 1913; hog prices 2 per cent higher; lambs, 83 per cent higher; sheep, 78 per cent higher.

The following table gives detailed figures:

LIVE STOCK PRICES AT CHICAGO.									
Week of September 1.									Per cent.
	1922	1921	1920	1919	1918	1917	1916	1915	1913
Cattle	\$10.85	\$9.55	\$8.50	\$15.00	\$15.75	\$18.25	\$8.20	\$2	32
Hogs	8.40	8.10	8.25	15.00	18.45	19.25	8.25	2	2
Sheep	7.65	6.75	3.75	7.70	8.75	11.90	4.30	78	78
Lambs	13.30	12.70	8.10	13.35	14.75	17.40	7.25	83	83

#### Meat Is Relatively Cheaper than Other Commodities.

As an interesting supplement to these statistics, I should like to point out that the retail price quotations issued by the United States Bureau of Labor Statistics show that during the first seven months of this year—more recent figures are not available—the meats listed by the Bureau averaged from 4 to 8 per cent lower in price, as compared with 1913, than all articles of food combined as listed by the Bureau. This indicates clearly, I believe, that meat is one of our cheapest foods.

Census figures which just became available recently afford an interesting comparison of the effects of the readjustment period on our industry and on others.

From 1919 to 1921, the cost of the raw materials used by the packing industry declined 51 per cent in value, as compared with a decline of only 32 per cent in the raw materials used by all industries combined.

During the same period, the value of the products of the meat packing industry declined 48 per cent as compared with a decline of only 30 per cent in the combined value of the products of all industries.

Wages in the meat packing industry

declined only 19 per cent; in other industries, 22 per cent.

This compilation should be of interest not only to the packing industry, but to the producers as well. It shows clearly that the value of our products has fallen approximately as rapidly and approximately as far as the value of the producers' raw material; and that both our product and the producers' product have declined greatly more than those of many other industries. In brief, it is a very graphic example of the mutuality of interest between producer and packer.

#### Co-operation Grows between Producer and Packer.

During the last few years, I am happy to say, there has been a growing realization on the part of the producer of the service of the packer, as well as of the desirability of co-operating with the packer and other factors in the industry in behalf of a common cause.

Out of this improved relationship has grown the National Live Stock and Meat Board, an organization which combines in its membership all factors in the industry from farm to table. The Board, although it is comparatively new, has a number of accomplishments to its credit, the most important of which was the "Meat for Health Week." All interests in the live stock and meat industry participated in this movement—probably the first time in history that all factors in any industry have co-operated in a common cause.

I am glad to note the improved relations between producers and packers, but I wish that our producer friends could come to a fuller appreciation of the interdependence—not independence, but interdependence—and mutuality of interest of these two groups.

#### Packer Is Producer's Sales Agent.

The packer, in essence, is nothing but the producer's sales agent, and, in the long run, he is limited strictly in the amount he can pay for live stock by the amount he can get for the meat and other products. We are trying, have tried, faithfully, to make the producer a good sales representative and agent.

For too long a time the packer has been looked upon as the ultimate market for the producer's product, when, as a matter of fact, the consumers of this and foreign countries are the ultimate customers of the American live stock producer, and what they can and will pay for his product in the form of meat determines what he receives for his live stock.



PRESIDENT HERRICK GETS THE KEY  
And goes out to take possession.

As you gentlemen know, our difficulties as the producer's sales agent have been further complicated by the fact that the tastes of these consumers have been becoming more and more critical, with respect to the articles which the market has afforded. For example, when heavy beef has been available in large quantities, the public has wanted light, or when heavy hogs have been coming to market in large numbers, housewives have clamored for light pork loins and lean bacon.

As a result, the producer's sales agent, the packer, has found it exceedingly difficult to market some of the products. There is no alchemy by which heavy cuts can be turned into light and fat cuts into lean and vice versa, and yet, to be economical and efficient, all the products must be marketed.

#### Consumers Demand Light Cuts.

As you all know, during recent years, this situation has become more critical, particularly in the case of pork products. So far as loins are concerned, the housewife, apparently preferring to get more chops to the pound than pounds to the dollar, buys light loins and slights the heavy ones, with the result that the light loins sell at wholesale for from 4 to 8 cents a pound more than the heaviest. On a 350-pound hog, this means that the packer realizes from one to two dollars less per hog from the sale of loins alone, and hence has less money to return to the producer.

In the case of cured pork products, the same general situation obtains. Heavy hams weighing more than 20 pounds are scarcely salable as such. They must be skinned, the surplus fat removed, and they are then suitable for boiling hams.

Before the war, the packers usually could sell some of the rougher and heavier cuts in the South, and could export them, but the war seems to have made the tastes of the buyers in those markets more critical, and nowadays the packer is hard put to it to dispose of some of the heavier cuts. Mess pork, formerly sold by the thousands of barrels, now is a rarity. The marketing of heavy lamb constitutes a difficult problem; the public wants only light cuts.

#### Production of Heavy Cuts Is Wasteful.

The production of cuts for which there is no ready market is doubly wasteful. In the first place, those cuts can be sold only at a heavy discount, and, in the second place, the production of the heavy animals which are the sources of many of these cuts is not in accord with the present economical practice of maturing and marketing animals at an early age. For example, it has been demonstrated in the case of hogs that the last pounds which are put on a hog cost the most, and that the quantity of grain necessary for one pound of gain increases throughout the life of the animal.

A producer asked me recently why the packers didn't tell the producer what to produce. I replied that the packing industry would be glad at any time to give the producers of this country the best information we possess as to present market conditions; but I also added that we had no magic that enabled us to gauge the future with absolute certainty, and that if we should give our best guess as to the types of animals to produce, and then the demand should change suddenly, throwing the scales out of balance, we should be suspected of having selfishly given the producer false counsel.

#### Co-operation a Great Help.

Notwithstanding this probability, gentlemen, the situation which I have just sketched is but one factor in the complex service which the packer tries to render to the producer. There are many others. I am hopeful that the time is close at hand when the American producer will be able clearly to see the difficulties and complexities of this great industry, and when every packer will understand the difficul-

ties of the producer, and both will work together eagerly in the solution of our mutual problems.

I am aware that considerable progress already has been made toward this end, and I am confident that the spirit of co-operation which has prevailed during recent years, and which is becoming more and more apparent, will continue and grow rapidly.

With improved relations with producers and retailers of meat, with a growing appreciation among consumers of the economic and nutritional importance of our product, as well as of the essential service which our industry renders, and with a high conception of our duty to serve the public, cheaply, efficiently, and well, I believe that we can face the future with confidence.

In all of the accomplishments which I have mentioned, the Institute has played an important part; in fact, many of our accomplishments have been possible only through its efforts. As time passes, I have no doubt that the Institute will continue to further enlarge its activities in behalf of this great industry, thus justifying the wisdom of its founders and a continuation and enlargement of your support. I thank you. (Applause.)

**PRESIDENT HERRICK:** The next matter to come before us, gentlemen, is the report of the Department of Association Management, by our Vice-President, Mr. Heinemann. (Applause.)

### Report of Department of Association Management

By C. B. Heinemann, Vice-President in Charge.

Gentlemen:

Having bored you daily for 362 days of the fiscal year, I think it is time to give you a rest for these three days of the convention, and my report is going to be very brief.

During the year we have managed to hold practically all of our old members, with the exception of a few who were dropped for non-payment of dues. We have two resignations, and by diligent work we have been able to bring in a few additional applications, which are to be passed on by the Executive Committee at their convention session.

We now have 263 members, all of whom are paid up and in strictly good standing. We have adopted the policy of dropping all those who will not pay after they have been notified in proper form that their dues are due and payable.

At the last convention the work of the Institute was divided into two divisions, one known as the Department of Association Management, the other the Department of Education and Research. It is my pleasure to be associated with the first division, and in that we have certain of the work assigned to us. The reports of all of our standing committees in the Division have been printed, as a time-saving proposition, and will be distributed to you gentlemen upon the noon adjournment.

#### Members Should Submit Problems.

The only point I would like to leave with you is this, that it will help us materially in handling the work—because it is your work, you are paying for it—if you will reply promptly when we inquire about some of the problems that confront us.

Moreover, I would like to suggest that you bring to us your problems, and let us classify them properly under our different standing committees. Then if you will read the report of that committee, you can get a very good idea of what they are trying to handle, and I think you can very readily appreciate just what you have there in the way of a machine all set up, ready to go. All we want is your co-operation, and we will try to keep it going.

That is all, gentlemen. Thank you. (Applause.)

**PRESIDENT HERRICK:** The next report is the report of Department of Education and Research, by Vice-President W. W. Woods, who needs no introduction.

### Report of Department of Education and Research

By W. W. Woods, Vice-President in Charge.

Mr. Chairman, Members and Guests of the Institute of American Meat Packers:

I am glad to be here with you, notwithstanding the fact that I feel more at home in an audience than on a platform. This is especially true today when what I want to say is listed as a "report."

Having the viewpoint of the man in the audience, I know how he feels toward that forbidding word, "report." His case is like that of the young lady who went sailing for the first time. The young man who went with her was a good sailor. There was quite a stiff breeze, but he headed his little craft away from shore into the very teeth of the wind. He stood by the rudder post, the spray beating on his tanned face and bronzed arms. He was absolutely happy as he watched the white-



C. B. HEINEMANN  
(Chicago, Ill.)

Vice-President of the Institute.

caps roll up to the bow of the boat, where the young lady was sitting.

"Isn't this glorious?" he shouted to her. But the young lady was void of enthusiasm.

"I believe I'd rather go back to land," she said. "You know, when you've seen one wave you've seen them all."

And that's the way one often feels about reports. So let us hasten to reassure you.

The Department of Education and Research is not going to present a formal report now. It already has mailed to every member company of the Institute a detailed statement covering the work of four of its Bureaus—the Bureaus of Public Relations, of Nutrition, of Home Economics and of Merchandising.

At any rate, since a full report has been made available to every member company, there is no need to cover the same ground here.

Instead, I should like to talk with you very generally about the theory on which Bureaus I mentioned are based, about their relation to your business, and about the prospect of the industry with regard to the matters they cover.

#### A Moot Question Answered.

In the first place, I want you to know there is one excellent reason why I should

be making a speech to you today; and that reason is the fact that I am the only man alive today who has not answered, either orally or in writing, the question originally propounded by the Sphinx, namely, "What's the Matter with the Packing Industry?"

After I get through talking the species will be extinct, for I am going to tell you some of the things I think are the matter with the packing industry. There will still be the consoling fact, however, that no two answers agree.

And it is proper to say right here, Mr. President, that I am entirely serious, and that my diagnosis will be relevant to the report which you have assigned to me. I intend to state some of the things which are seriously the matter with the packing industry, and then to show how the work this Department should have done, has done, is doing, and will do, is vitally related to your businesses. By "vitally" I mean in a dollars and cents way.

#### Not Cause, But Effect.

Too many of us, in trying to state what's the matter with the packing industry, mention only the fact that often and for long periods there has not been a living manufacturing margin between the cost of livestock and the selling prices of meat products. Have you paused to realize that this is not what's the matter with the packing industry, but is merely the effect of what's the matter with the packing industry?

And almost every packer likes to think that the cause of the condition just stated is that every other packer is not so wise in buying or as courageous in selling as he is. Don't you believe it?

Stop to consider that buying and selling at a loss is not the cause of the trouble which the industry has had but the consequence of it.

Men don't go crazy all at one time. An entire industry doesn't lose its trading sense over night. No one willingly and recklessly buys livestock over long periods at prices that cannot yield a profit, and no one willingly continues to sell his products at unprofitable quotations.

The trouble has been not simply that some man was a less efficient buyer or a more courageous seller than you were. Not at all. There is something more back of it. What is it? That is what I want to try to answer.

Now, the most unpopular thing in the world is fundamental facts. This is especially true when the consequences of these facts are very specific and are hitched right to the cash register, while the facts themselves operate indirectly. A river bottom farmer whose land has been overflowed thinks of the flood as the cause of his trouble rather than of the deforestation and precipitation which caused it to occur and which will, unless something be done, cause it to occur again.

And that's exactly what we have been doing in this packing industry. We have been talking about the effects instead of the causes.

#### This Is What's the Matter.

Your neighbor who has been in the packing business for thirty years doesn't pay unprofitable prices for livestock and accept unprofitable prices for meat because he is of a gambling turn of mind, or knows less than you do about buying and selling. He does it because he has an expensive packing plant yawning for livestock, or a costly branch house crying out for meat, or perhaps even a banker yelling for cash.

We have been talking of effects instead of causes. The chief thing which has been the matter with our industry is over-expansion, due to extensions, investments and betterments made to meet war needs.

There are other factors involved with over-expansion. One is the increase in operating expenses above normal. Another is the production of more livestock, and



hence of more meat, than we were producing during any equivalent period of the war or thereafter. Another is a smaller demand for meat—smaller as measured by values, not by consumption.

Of course, I am jumping over some important but obvious factors, like the general deflation of commodity values which occurred some time ago. I want to talk about the "goblins that have got you" at times this year, which are still with us and which are almost sure to get us again "if we don't watch out."

Let us name them again:

First, over-expansion, which is still a hang-over from the war.

Secondly, a record-breaking production of meat with operating costs not wholly receded from war levels, but with demand much smaller than during the war.

#### Difference Between Demand and Consumption.

Please do not confuse demand for meat with consumption of meat. They are not the same. Practically all of the meat produced will be consumed; the demand simply measures the prices at which the production is consumed. If the demand is strong, the meat you gentlemen produce will be moved into consumption at a stronger price; if it is weak, the quantity produced will be moved into consumption at a weaker price. But in either event, the quantity produced will be consumed; and so, in this industry, production determines consumption in any given year.

Now, to get back to over-expansion, which I have asserted is the big cause of our remaining troubles.

During the war period there was not only a good consumption of meat, but also a good consumption at good values; in other words, a strong demand for meat. Production of livestock was stimulated both by values and by government propaganda. Extensions were made to handle the increased volume. The world bought America's meat vigorously. The expanded plants found adequate outlets for their production at adequate values.

Then the demand slackened. Payrolls were cut and other economies were made. But the buildings and equipment were not so elastic, they are with us still. Money is still tied up in them; for some time, the passing industry has been equipped to produce more meat than the public will absorb at adequate prices.

Now, if the equipment could be used to only a fraction of its capacity, the unused part may be an expense on production which cannot be covered by any price the public will pay; and, on the other hand, if the industry uses its equipment fully, thereby purchasing, producing more than the public will absorb at profitable prices, the misfortune may be just as great.

#### The Desire for Volume.

With expanded plants and equipment into which good money has been put, packers naturally have been eager to maintain a good volume of business. This has led, sometimes, no doubt, to stronger buying, both as to quantity and price, than might otherwise have been the case.

Now bear in mind that meat produced must be sold. It must be sold whether the price received cover cost and expenses or not. Consequently we sometimes have seen meat sold below parity with livestock prices, just as we have seen livestock bought above parity with meat prices.

Again witness such a situation—and I hope there won't be—try to see it not as constituting what's the matter with the packing industry but as being an effect of what's the matter with the packing industry. Remember, if I am right, that what's the matter with the packing industry is a capacity to produce more meat than the public will consume at adequate values.

Remember that men with expanded plants want volume, that to get volume they must have livestock to dress; that to

get livestock they sometimes may pay more than product prices justify, in an attempt, not to make a profit, but minimize their loss. But remember, also, that what leads them to do this is over-expansion.

What they do is a result of what's the matter with the packing industry. If there were no over-expansion there would be less buying of livestock at prices above parity with meat values; less selling of meat at prices under parity with livestock values.

#### Must Sell at a Profit.

During this year the packing industry has had an opportunity, sometimes costly, to use a great deal of its extensive plant and equipment. As some persons say correctly, there has been a good volume of trade. Other persons have said steadily that there has been a good demand. I cannot share that view; in my opinion the demand has been bad in every week which did not show a reasonable cutting profit, and there were a number of such weeks this year.

But the production and the consumption have been enormous. As to the quantity produced and consumed, the only Governmental figures now available are those for federally inspected establishments. The



E. C. MERRITT  
(Indianapolis Abattoir Co., Indianapolis, Ind.)  
Vice-President-elect of the Institute.

president of the Institute told me this morning that the number of meat animals dressed in such plants during the first seven months of the year exceeded by 20 per cent the figures for the similar period last year, and by 10 per cent the figures for the similar period in 1919, when production, stimulated by the war, had reached its peak. The year 1922 so far has broken all records.

#### Cause of Increased Production.

Do you believe this production occurred because a meat-hungry world demanded a great deal more meat than it used in the same period of the peak year 1919? No such thing. Reports in the first half of 1923 showed a decrease of more than a half billion pounds and more than a quarter of a billion dollars in value as compared with reports in the first half of 1919.

No, the increased production occurred through other reasons, one of them being the fact that the farmer had a lot of corn which he could market more profitably as livestock than as grain.

The fact is that, while for the year as a whole the industry may and probably will show good results, the meat dressed constituted a greater production than could be used continuously by the public at reasonably adequate values.

It is now all too plainly apparent that when the industry utilizes something like its full capacity, the production exceeds the demand. All of the meat moves into consumption, of course, but at unprofitable figures, and even when the general industrial situation is good.

And, on the other hand, if production decreased heavily, the industry must carry the burden of its idle equipment.

That is the situation when an industry finds itself over-extended: If it produces near capacity, it must sell at adequate prices in order to move its perishable products into consumption; and if it operates far below capacity, it must carry an extra burden proportional to its unused investment.

#### Two Remedies for the Situation.

There are only two remedies for such a condition. One is to wait for a natural increase in population in order to bring the demand abreast of the present capacity of the industry; the other is to put a forced draft under demand. I shall come back to the latter possibility before I close and shall make a specific proposal.

Just now I wish to show you the relation of the Bureaus of Public Relations, of Nutrition, of Home Economics, and of Merchandising, to the situation in which your industry, and your company as well, has found itself during certain months of this year; namely, an unwillingness on the part of the public, during certain months, to buy your production at moderately profitable prices.

A stronger demand on the part of the public—a willingness to eat the same amount of meat at a little better price—would have meant absorption of your production at a reasonable profit continuously. Since many months of the year will probably show a profitable demand for meat, I believe that a slightly increased demand—say five per cent stronger—would have made it possible to sell your products at adequate levels practically continuously.

#### How to Measure Meat Demand.

But is there any way to measure the demand as distinguished from consumption?

Yes, there is.

While it is a fact that in any given year the amount of meat produced determines pretty closely the amount of meat that will be consumed, yet over a period of years demand reacts on production and hence on consumption, which in a particular year is determined by production.

Consequently, meat consumption per capita, averaged for a considerable period of years, is an index to demand, a measure of the trend and strength of the eating habit of the nation.

I want to tell you presently what the average meat consumption per capita was in the ten years 1913 to 1922 inclusive. This will give you an idea of the calibre of the meat-eating outlet which you had for your record-breaking production this year; and you may see plainly that the only way you could get your 1923 production into that calibre was to squeeze your price to a dimension sometimes unprofitable, and use it for a ramrod.

Meanwhile, I want to ask you to note and bear in mind that meat consumption per capita in 1900 was, in round numbers, 182 pounds annually. Your customer's average patron ate such a quantity, the weight being that of the meat as purchased. If the figure is correct, he really ate more, because infants and vegetarians are included in the calculations.

Your retail customers purchased from you enough meat to supply each patron, on the average, with 182 pounds of meat a year. Meat consumption per capita multiplied by the population of the country measured then, as it does now, the amount of meat bought from you gentlemen in this country. It also measured, over a period of years, the average individual demand for meat.

### How Demand Was Boosted.

Now, remembering that meat consumption per capita in 1900 was about 185 pounds, consider briefly what was done to boost the consumption per capita of your product from 1900 to 1922. Hold in mind as we go along—and we shan't go far—the fact that a man's consumption of any commodity is regulated in no small part by what use and value he thinks it holds for him, by the price he has to pay for it, by his ability to use it efficiently, by what he thinks of those who make or sell it, by the conditions under which it is made and sold, and by the conditions under which he thinks it is made and sold.

Now what was said about meat and its makers and vendors from 1900 to 1922?

First what was said to the general public about those who make meat? And don't you think this doesn't affect sales? There is a delicatessen dealer in my neighborhood who has some exceptionally good imported Brie cheese. He also beats his son in an exceptionally cruel way. Since this latter fact came to my attention my consumption of fromage de Brie has declined noticeably. So it is, within limits, regarding packers and meat.

From 1900 to 1922, some of the allegations hurled against packers were conspiracy in restraint of trade, monopoly, unfair trade practices, control of livestock prices, control of meat prices, hoarding and profiteering. Certainly these allegations made the public less eager to buy meat. One wanted to buy as little as possible of products made by those who, he had been told, were not worthy of respect.

In short, the public relations of the packing industry were in a deplorable condition and were reacting against the sale of its product.

### Effect of Anti-Packer Attacks.

How about the housewife—our ultimate customer? What was she told?

Well, she was told all that her husband had been told about packers, and she wasn't told a great deal she should have heard about meat and its uses. With the development of kitchenette apartments, the entry of women into business more numerous, and other factors of the same kind, the housewife turned to cuts of meat that could be cooked quickly, and gradually became unfamiliar with many of the cuts which a meat animal insists on retaining.

These women did not know that the modern home economist has developed methods whereby the less expensive cuts can be prepared with very little trouble. Lacking this information, the housewife discriminated against part of your meats. When meat prices became necessarily high, many women reduced or discontinued the consumption of steaks and chops instead of utilizing the less expensive and highly palatable cuts. The demand for your product was thereby decreased.

Moreover, the housewife not only believed that many cuts were troublesome to prepare, but also was told that meat was costly and that she should use this or that in place of it. Some sound home economics studies and educational propaganda with regard to meat were badly needed, sadly lacking.

### Anti-Meat Propaganda Hurtful.

And what was the consumer, man and woman, told about the value of meat? What did his neighbor, his doctor and manufacturers of other foods tell him? You know what they told him. They told him that if he kept on eating meat his carburetor would need adjustment, his coils would function badly, his valves would have to be ground and in general he might have a bad case of engine trouble.

Did the consumer pay any attention to this sort of talk? I'll say he did. He became a glutton for force, grape nuts, puffed rice, puffed wheat, post toasties, corn flakes and a host of other foods founded solely on a health appeal.

Do you believe that the consumer who added a dish of wheat protein and cream to his breakfast continued to eat as much bacon at the same meal? If you do, you are an optimist.

Moreover, he reduced his consumption of meat, both with regard to the number of meals at which he ate meat and the quantity he consumed at each meal. If you don't believe this, watch your neighbor order his luncheon.

Manufacturers of other commodities slammed the food value of meat. After 1906 little scientific research was done on meat protein to develop rebuttal information. Later, the government, needing meat for the soldiers, urged and trained the entire civilian population of the country to eat less meat. So-called substitutes for meat were propagated by the government.

Long after the need for special conservation existed, the conservation habit continued.

### Need for Nutrition Information.

There was urgent need for the compilation and discussion of better nutritional information about the food value of meat and its place in the average man's ration.

Now, what did the public hear about



W. W. WOODS  
(Chicago, Ill.)

Vice-President of the Institute.

packers and meat from the retailer? Well, the less said about this subject with regard to the period from 1900 to 1918, the better. The consumer learned to believe that he was being robbed by a packer every time he bought a pound of meat.

"Would this make him buy more meat or less? No one was to blame, and the simple facts of the case might have put the consumer right. But our retail relations were in bad shape, due in part to our own indifference.

There is another phase of the matter. Meat was badly merchandised. Don't misunderstand me—I am not one of those who believe that the average retail meat dealer makes an excessive profit. I think many dealers have failed to make a reasonable return. But meat has been and is now sold at retail at a very big expense. In those days no one knew what the expense margin was, but it made higher prices and thereby reduced meat consumption.

Now, during all of this time no one said a good word for meat. There was plenty to say, but no one to say it. I ask you to cast your memory back over those years and try to recall a single good thing said or printed publicly about meat, except that it was palatable, before the formation of the Bureaus of Public Relations, Nutrition, Home Economics and Merchandising.

### Meat Was Poorly Merchandised.

The public was told, the housewives were taught, and many consumers came to believe, that packers were robbers and meat was poison, and the packers took it sitting down. While the cereal people were extolling the food value of their products, the packers were merely confining their efforts to urging the jobber to buy Blank & Company's hams; while the dairy interests were telling the world the milk way is the health way, the packers were contenting themselves with advertising that "Blank's bacon is best!"

Manufacturers of other food were on their toes. Your ultimate consumers were cautioned by them to eat less meat. You never raised your voice in protest, and your customers did as they were told. What was the result?

Meat consumption per capita in 1900 was about 182 pounds. In the ten years from 1913 through 1922, it averaged exactly 155 pounds. The average consumer's demand has decreased. He entered the year 1923 with a 155-pound appetite instead of a 183-pound meat habit.

But the meat production this year exceeds all records. Consequently it has been impossible always to market the products at adequate values. A 155-pound appetite has to be coaxed with low prices before it will eat up such a production as we have had this year. A decline of 27 pounds in normal meat consumption per capita is equivalent to more than three billion pounds of meat annually.

If the average American had the same demand for meat this year that he had in 1900, our 1923 production would have been marketed at a continuous profit.

Thus you see the financial reflection of factors adverse to meat factors which I have cited, because we saw that these factors were fundamentally detrimental to your prosperity; that sooner or later they would affect your balance sheet in a recognizable way, as they already were affecting it indirectly and invisibly.

All that I have cited about the disparagement of meat and of those who make it, has affected your business, your sales. The average consumer is your customer. His demand measures your price, and your sales. The retailer is simply an intermediary. If meat consumption per capita over the last ten years had averaged anything like what it was in 1900, you could have had a larger volume and better profit.

### Meat Consumption Misleading.

Meat consumption per capita this year probably will show a large increase. Don't be misled by it. It is an increase artificially stimulated by low prices caused by excess production. You may see people pointing to meat consumption at the end of the year, and hear them saying: "See what the Institute and the Meat Board have done."

Don't you credit it. I should be ashamed to let you believe any such thing. What we have done has helped. It is going to help more. But the big increase is on a par with the volume of trade stimulated by a bargain sale. Sufficiently low prices always will move goods even if they remove the merchant. We have tackled the unfair allegations.

On the other hand, I do not want to minimize what we have done. We have been in action, constantly growing stronger, since 1919.

The talk of profiteering was contradicted in detail, and the contradictions were confirmed by an impartial governmental agency. There is no talk of hoarding now, and there has not been for some time. There is no allegation that meat prices at wholesale are high now. The public also has a little better appreciation of the economical service the packer renders. The producers who read about their industry have better information concerning meat packing. And the general public, every man jack, at one time has seen the common impression that meat eating



is a little dangerous challenged by the arresting slogan blazoned throughout the country, "Meat for Health."

#### What the Bureaus Have Done.

All of those things have not just happened. How and why have they happened? Ask the Bureau of Public Relations—it knows!

And some of those who teach cooking, as well as some of those who teach prospective teachers of cooking, have received information about meat cookery, with special reference to forequarter cuts. Demonstrations and lectures have been held. Contacts with university departments of home economics have been made. Magazine articles on the use of meat have been published, and hundreds of thousands of booklets on the same subject have been distributed. Many housewives have been reached. How have these things been accomplished? Ask the Bureau of Home Economics—it knows!

And the meat dealer has changed. Insofar as he is included in retail organizations, he is working wholeheartedly with the packer and the packer with him on problems common to both, on projects which promise benefit to the public. The dealer has co-operated, too, in the effort to increase meat consumption, and his window has been a medium through which to circulate facts about meat. In the next year, progress should be made toward promoting more taste and skill in displaying meat for sale.

#### Relations with Retailers.

Our relations with the dealers, through whom our product comes directly into contact with the public, are much more cordial. The Secretary of the National Association of Retail Grocers is a member of the National Livestock and Meat Board, of which the Chairman of the Institute Plan Commission is Vice-Chairman. So is a representative of the United Master Butchers' Association of America. Our President is a member of the Advisory Board of the Better Grocers' Bureau established by the National Association of Retail Grocers. Another representative of the Institute is Secretary of the National Association of Meat Councils. A man from the Institute attended the Meat Dealers' Convention at Pittsburgh; one of their officials is attending our Convention here.

Moreover, with the aid of the United States Department of Agriculture and Northwestern University, retail meat dealers now can know what their expenses are and can keep the different items in line with good standards.

How have these things come about? Ask the Bureau of Merchandizing—it knows!

All of these Bureaus, and the Bureaus of Nutrition as well, have been aided magnificently by the Washington and New York offices of the Department of Association Management, with Mr. Heinemann's co-operation.

Now what, through these agencies and with this assistance, has been done toward re-establishing the food value of meat fairly?

#### The Food Value of Meat.

Nutritional data about meat adopted to popular understanding has reached millions by news articles, booklets, placards, motion pictures and exhibits. Special bulletins have been issued to physicians and scientists. Representations were made to the Government concerning certain instances of unfairness to meat; and as a consequence of this plea for a square deal, supported superbly by the Washington office, a fair attitude has been adopted toward meat. So far has the situation changed that an impressive gentleman who wears a two-quart, star-bordered hat, striped trousers and a white beard has posted where he who runs may read a picture and a statement that meat is wholesome, and has signed it Uncle Sam.

But all of this may not save the meat and livestock industry from a recurrence

of misfortune if we stop here. More is needed. This industry is over extended. Demand should be brought quickly abreast of capacity production. I mean by that such a demand as will consume capacity production at reasonably profitable prices. How can it be done?

There is one way which you may wish to consider in addition to the slow and uncertain process of waiting for population to catch up with capacity. I have mulled over this other method for two years before proposing it even tentatively for possible consideration. I have now discussed it with the chairman of the Committee on Public Relations and the Director of the Bureau of Public Relations; and with the permission of the former and the concurrence of the latter I am bringing it before you for possible consideration. It is the associative advertising of meat as meat.

#### Advertising Meat as Meat.

You have no doubt noted that other industries have been crowding their products by co-operative advertising. We have done little of this sort. There is urgent need for taking action as soon as we consistently can. The average person will and should eat a total of only about so much. If advertising leads him to increase



JOHN T. AGAR  
(Wm. Davies Co., Inc., Chicago)  
Treasurer of the Institute.

several items in his bill of fare other than meat, he will eat less meat. The merits of other foods are being advertised through paid space.

Yet of all food commodities, with the possible exception of milk, meat lends itself best to co-operative advertising. It has one big advantage over all foods, including milk, namely: meat is the most palatable staple food. Consumers naturally like meat. They don't have to be encouraged to eat it, they want it. But they have been warned against it. All they need now is adequate reassurance.

It is high time for the industry to think of getting strongly behind its product, behind meat as such. The raisin growers have done it. The leather makers have done it. The cement makers have done it. The manufacturers of laundry machinery have done it. The raisers of Long Island ducklings have done it, and the sauerkraut manufacturers have done it.

#### What Should Be Done.

Where do we stand? And where should we stand?

I tell you solemnly that the meat-eating tendency of the American people has been weakened under economic conditions and, for a long time, by unanswered slander against your product.

I tell you again with equal solemnity that your industry now has a physical capacity for more production than the people, even when times are good, will absorb profitably. The fundamental problem of the industry is to bring demand, profitable demand, up to production capacity.

A six-million dollar advertising campaign may or may not be the way to do it. The figures sound wild, but they are in line with our industrial sales volume. The idea deserves examination, and I hope that before this convention is over the President may see fit to appoint a committee of examination.

This committee could gauge the possibility, determine the merits and recommend whether it is time for us to join the procession of advertising industries. If the decision is affirmative, the largest industry in the United States will have an opportunity to fall in line right behind the raisers of Long Island ducklings and the makers of sauerkraut! (Applause.)

#### Treasurer's Report Audited.

PRESIDENT HERRICK: It has always been customary to complete our fiscal year and then have our books audited by a certified accountant, and that report of that accountant is filed at headquarters, where it is available to any of the members of the Institute, and so with your permission we will omit the reading of the Treasurer's report, for it must be necessarily incomplete at this time. There are a few announcements to make, or that perhaps we may inject at this time as well as at any time.

(President Herrick here made a number of announcements.)

#### Committees Appointed.

In carrying out the work of the Convention, it has always been customary to appoint three convention committees, nominating, obituary, and resolutions. Following that custom, I have appointed those three committees:

Nominating Committee—A. D. White, Chairman, E. C. Merritt, Ralph Dold, A. C. Hoffman, D. G. Madden.

Obituary Committee—Oscar F. Mayer, Chairman, J. S. Agar, Fred Krey.

Resolutions Committee—R. F. Eagle, Chairman, A. J. Major, W. H. White, Jr., G. F. Swift, Otto Finkbeiner, T. Davis Hill.

#### Silver Jubilee Veterans.

PRESIDENT HERRICK: You know, it is customary in many industries to show by some mark the length of service which the individual has enjoyed in that industry. We adopted some years ago the plan of bestowing upon those who have served 25 years in the industry a button, and of course we have each year a graduating class in that group, and so I would like to ask those who are now completing their 25th year of service in the industry to stand up, those who have not previously received their buttons. Those who got their buttons last year, of course, we hope are still cherishing them.

Each of the member companies of the Institute have been asked to submit a list of those in their organizations who are thus eligible. No doubt many of those are not present here today, but it is our wish to give to the representative of each company enough of these buttons so that he may take them back to his associates who are eligible to own the button.

#### The Jubilee Veterans

Following are the names of those to whom were awarded silver jubilee badges as having completed 25 years of service in the meat packing industry:

#### Silver Jubilee Buttons.

Armour & Company, Chicago.—E. E. Hughes, Beecher Starbird, T. J. Donovan.



Arnold Bros., Chicago.—Hugo F. Arnold, Adolph W. Ewers, Herman Richter, Ignatz Moell, Emil Krobisch, Henry Schremp, Frank Kubin.

Birmingham Packing Co., Birmingham, Ala.—J. P. Phillips, C. H. Ungerman.

Corkran, Hill & Co., Baltimore, Md.—Herman L. Peel, Jr.

Cudahy Bros. Co., Cudahy, Wis.—Jas. W. Bryden, J. C. Buckland, F. J. Fitzgerald, W. E. O'Neill, W. H. Hobdey, Carl Kroeck.

Cudahy Packing Co., Chicago, Ill.—R. E. Yocum, John O'Brien.

Detroit Packing Co., Detroit, Mich.—Edward F. Dold, Frank L. Garrison.

C. A. Durr Packing Co., Utica, N. Y.—J. F. Ammann, Henry Amberg, William Wilson, John Destremp, Fred Shindler.

W. P. Eaton Packing Co., Inc., Hamilton, Ohio—Gust Mueller, W. P. Eaton.

G. H. Hammond Co., Chicago, Ill.—L. B. Whitmarsh.

Hately Brothers Co., Chicago, Ill.—E. T. Miller, Peter Rothermel.

A. C. Hofmann & Sons, Syracuse, N. Y.—F. M. Hofmann, Louis Schweitzer.

Home Packing & Ice Co., Terre Haute, Ind.—Isaac S. Powers.

Geo. A. Hormel & Co., Austin, Minn.—Harry McMasters, S. T. Shaefer, V. G. Streeter, Louis Schwab.

Hull & Dillon Packing Co., Pittsburg, Kans.—James Jenkins, William Stelle, William Pumphrey.

Jersey City Stock Yards Co., Jersey City, N. J.—R. C. Bonham.

E. Kahn's Sons Co., Cincinnati, Ohio—Albert H. Kahn, Louis W. Kahn, Nathan Kahn.

Libby, McNeill & Libby, Chicago.—E. G. McDougall, H. C. Carr, Philip Larmon.

THE NATIONAL PROVISIONER, New York, N. Y.—Martha B. Phillips.

New York Butchers Dressed Meat Co., New York, N. Y.—Leo S. Joseph.

Nuckolls Packing Co., Pueblo, Colo.—John Heil, J. H. McCracken.

Parker Webb Co., Detroit, Mich.—Thos. P. Hernly, Joe Novatney, George Smith.

Pusey, Maynes, Breish Co., Inc., Philadelphia, Pa.—R. J. Maynes, H. J. Pusey, P. J. Breish, Reese Redden, Henry Beckley.

Wm. Rush, Chas. J. Pusey, Jos. L. Maynes, Wm. J. Delaney, J. Kuckee, Jno. Bennett.

Rochester Packing Co., Inc., Rochester, N. Y.—Herman Hensel, Louis Dietch, Wil-

bur Espey, Otto Websen, Joe Simeraw, John Akum, John Nichols, Henry Troll.

F. Schenk & Sons Co., Wheeling, W. Va.—John O. Schenk, Albert M. Schenk, Otto Schenk, Allard Doepken, Gus Marquardt.

Chas. Haufe, Herman Roeder, Andrew Schehl, Jos. Freischel, Wm. Alberts, E. Mantell, Henry Hoffman, Sr., C. J. Erb, Albert Young.

Schrauder & Co., Monroe, Mich.—Geo. J. Schrauder.

T. M. Sinclair & Co., Ltd., Cedar Rapids, Iowa—E. T. Hitchcock, H. A. Palmer, B. S. Church.

Standard Packing Co., Inc., Los Angeles, Cal.—T. P. Breslin.

Sullivan Packing Co., Detroit, Mich.—Max C. Frankel.

Valley Packing Co., Salem, Ore.—F. W. Steusloff, W. H. Steusloff, Jos. O. Turner.

C. F. Vissman & Co., Inc., Louisville, Ky.—Robt. E. Vissman, J. Geo. Woerner, H. Fred Vissman.

White Provision Co., Atlanta, Ga.—W. E. Anderson.

Wilson & Co., Chicago.—Julius Marx, Martin J. Mulrooney, Lawrence E. Church, Ernest C. Hill, Margaret Martin, Edmund M. Hansell, C. A. Albright, William H. Doran, Philip H. Cooper, J. J. Ibenhaler.

Wisconsin Packing Co., Wausau, Wis.—Aug. G. Anderson.

Chas. Wolff Packing Co., Topeka, Kans.—E. Schwartz, H. Brandon, J. Goodall, W. May, W. Butler.

Swift & Co., Chicago.—E. A. Allen, L. L. Arnold, W. H. Bishop, George Brenner, Max Britt, F. L. Brown, E. Buckingham, J. Burns, H. D. Case, H. B. Collins, James W. Crowley, S. Farquhar, A. R. Fay, Howard A. Fisher, Charles Gross, Fred E. Haines, E. S. Hammond, N. B. Higbie, W. D. Honohan, W. P. Hurley, W. S. Johnston, C. S. Hopkins, W. P. Jones, C. H. Kane, R. R. Kertz, W. Leavitt, L. M. Lester, F. B. McAdow, J. J. McGuire, J. M. MacDonald, Donald MacKenzie, O. C. E. Matthies, R. S. Matheson, A. A. Millett, H. H. Moore, R. C. Newton, J. L. Oudshoff, W. H. Overman, C. A. Peacock, T. M. Pepper, W. C. Potter, L. W. Rowell, J. B. Rogers, A. F. Rogers, W. W. Sherman, A. J. Skinner, J. G. Smithwick, F. H. Stemm, E. E. Stamp, E. C. Sturgess, Edw. F. Swift, H. C. Thom, W. Veazle, L. J. Wilbur, F. W. Young, C. S. Churchill and A. L. Tolin.

without that faithful service on the part of the individual all these other things would have been in vain.

I will read the list of those of the members who are entitled to these fifty-year gold badges:

Oscar F. Mayer, Oscar Mayer & Co., Chicago.

Jacob C. Dold, J. C. Dold Packing Co., Buffalo, N. Y.

B. W. Corkran, Jr., Corkran-Hill Co., Baltimore, Md.

Jacob Vogel, Jacob Vogel & Son, Cincinnati, O.

Fred Schroth, J. & F. Schroth Packing Co., Cincinnati, O.

William Zoller, Wm. Zoller Co., Pittsburgh, Pa.

[The name of Thomas Reid, of Blumenstock & Reid Co., Cleveland, O., also was read.]

#### Reid Hopes to Join.

MR. THOMAS REID: Mr. President, somebody is trying to put something over on me. Reid is my name, and I am only 43 years in the service, and I have got seven years yet to go.

In fact, it puts me in mind of the story of two Irishmen. It seems that they were going along the road and they wanted a piece of rope for some reason. One of them said to the other, "That church over there has two ropes for the bell, and if we can get up in there we will cut one rope."

So finally they walked along until they got over to where the church was and Pat got ready and climbed up the rope, and then he threw his feet around the rope to hold himself up, and cut the rope above the place where he was, and naturally fell down and broke his leg.

Mike said: "That was a foolish move. I will show you how to cut the rope. Any fool would know better than to do that." So he climbed up the other rope, and when he got up there he cut the rope underneath—and he is hanging there yet!"

That is the way with me. I am still hanging there, and I am going to hang on for the next seven years, for I want to get that gold button. (Laughter.)

MR. DOLD: It is a badge of honor, and

#### Jubilee Badge to a Woman.

PRESIDENT HERRICK: We have the unusual privilege, today, to present not only these 25-year buttons to a large graduating class of men, but for the first time I think we have the pleasure and the honor of presenting to a lady the 25-year service badge. She is Miss Martha B. Phillips, who has been connected with this industry for so many years, and who is the New York representative of "the Packers' Bible," otherwise THE NATIONAL PROVISIONER.

[As the badge was presented to Miss Phillips, the convention arose and applauded.]

#### Gold Badges for 50-Year Veterans.

PRESIDENT HERRICK: Not only have we the privilege of presenting to what may look later to be our junior class these 25-year buttons, but we have an even greater privilege, thus to honor some of our membership who have been fifty years in the service. That list must necessarily be shorter than the 25-year list, but I am sure that there are some who are rapidly approaching the necessary fifty years in order to qualify, and I trust that as the years go by we may have more of our membership to present with these fifty-year buttons.

There are many factors which make for success in the meat packing industry. There are none, however, which, in any way, approach to the value of long, faithful and efficient service on the part of the individual engaged in the industry. Capital, of course, improved equipment and management, have all done their part, but



THE GOLD STAR VETERANS  
Oscar F. Mayer of Chicago and J. C. Dold of Buffalo.



THE GOLD STAR VETERANS  
Jacob Vogel of Cincinnati.

I am gratified to have this recognition of your esteem, and I am also appreciative of this as showing the progress of the times. Personally, I may say that I am satisfied with 47 of those years, but I can't say quite as much about the last three. (Laughter and applause.)

MR. OSCAR F. MAYER: I know that the institute honors its members as a reward for faithful service, and this seems to be something new for long service. With my contemporaries, I want to assure you that we intend to serve 25 years more! (Applause.)

PRESIDENT HERRICK: I would like to ask if there are any more here who are eligible to this honor whose names have not been called.

[Other names were added to the 25-year list.]

PRESIDENT HERRICK: Now, are there any organizations which have not sent in the list of their eligible employees? If there are such, we will appreciate it if they will do so, so that we can give them this same mark of gratitude. We should show them that the Institute recognizes their years of service in the industry.

You will remember that this is the celebration of the 131st anniversary of the signing of the United States Constitution, and some of us are not able to take part in the event, and I would like to quote Senator Hoar's tribute to the United States flag: "Beautiful as a flower to those who love it, terrible as a meteor to those who hate it, it is an example of the power and the glory and the honor of a liberty-loving people."

Gentlemen, we stand adjourned until 1:30.

## SECOND SESSION

Monday, Sept. 17, 1923, 1:30 P. M.

Vice-President J. C. Dold, presiding.  
Subject: "Fundamentals of Successful Meat Packing."

CHAIRMAN DOLD: Gentlemen, the session will please come to order. Since the speakers who follow have but thirty minutes each to tell what they have learned in the packing business, the chair will make the introductory remarks as short as possible.

### Discussion of a Lost Art.

While I do not wish to be irrelevant or facetious, there may be some justification in referring to this session as somewhat of an archeological conference; in other words, a session devoted to a lost art—the art of profitable and successful packing operations.

In olden times—the days we spent in earning these gold and silver badges—we were told that the butcher business was one of the simplest on the list, far removed from the frills and the expensive accomplishments of today.

We were taught then that to "buy right, make right and sell right" was all there was to it; and that if these three fundamentals were carefully observed, the details between would practically take care of themselves. In other words, we were taught to get at least a new dollar where we offered an old one; to file off a little of the edges and to put the savings into a bag, so we could all live happily afterwards.

Those were the olden days. For the past few years the bag has had a hole in it. The modern method in buying a new dollar seems to be to give an old one with a little extra silver dust gummed to it, and then hand the new one back again. At any rate, the slogan seems to be, "Don't mend the hole!"

The Institute, however, as well as current conditions generally, has surely done much to bring about the present prosperity in this industry—a rather novel experience after the past three years. Yet unless

we get back to first principles, unless we get back to buying our raw products at such prices that we can sell the manufactured products on the same day at a profit, this industry will continue to be the "lame duck" of prosperous industry, and continue to forfeit the good will of our very best friends.

### Co-operation is Necessary.

It may be well to remind you that a chain is only as strong as its weakest link. Break a link, and the chain ceases to be a unit and becomes useless. Therefore, in unity there is strength, and hearty, constructive, legitimate co-operation is the need of the day. I therefore hope that the papers to be read today will soak in and will bear fruit which will be productive of permanence in our present prosperity.

The order of the day presents three papers on the fundamentals of successful meat packing. The first of these papers, which was to be read by Mr. F. Edson White, is on "Intelligent Buying."

No one is better fitted than Mr. White to speak upon this subject. However, as you are all well aware, a sad bereavement has fallen upon him, a bereavement in which the sincere sympathy of every father, every member is extended. Our



F. EDSON WHITE  
(Armour and Company, Chicago)  
Speaker at the Convention.

hearts go out to him. Since one touch of nature makes the whole world kin, it seems fitting that we should at this moment, when he was expected to give us of his best, make some expression of condolence in this, his hour of trial; and with the President's permission, I will ask for a motion of condolence and sympathy to strengthen Mr. White in his hour of need.

PRESIDENT HERRICK: Mr. Chairman, I move by a rising vote that we express our sympathy to Mr. White and his family. (The motion was adopted by a rising vote.)

CHAIRMAN DOLD: Gentlemen, it is so ordered, and the Secretary will advise Mr. White of our action.

Mr. White's paper will be read to us by Mr. Arthur Meeker, who of his own experience and knowledge is able to handle the subject himself. (Applause.)

MR. ARTHUR MEEKER: Mr. Chairman and Gentlemen: It is a great pleasure to see you all again—a great many faces I haven't seen since last year. My document looks rather voluminous, but the subject is a voluminous one. Perhaps you are feeling like the doctor who was called in at the end of a sickness of a young man who had been going it pretty hard, and when he was convalescing, he

said to him, "You have had too much wine, women and song in yours, I think you had better cut out some of it, young man." The young man said: "Yes, doctor, I will. I will cut out the song." (Laughter and applause.)

(Mr. Meeker thereupon read Mr. White's paper.)

## Intelligent Buying

By F. Edson White, President Armour and Company.

The determining factor of profit and loss in the packing industry today is the degree of intelligence which we display in our buying operations. The traditions of the industry for the last fifty years have been that one of us could afford to pay as much as another for his livestock and raw materials, and we have all followed unwarranted advances in price just because one firm, or even one man, has generated the foolish idea that his particular outlet will stand an advanced price over the general market.

We have all been so jealous of our position in the trade that we have measured our buying requirements, not by the amounts needed for our selling outlets, but by the relative number of livestock bought by our competitors.

### Packer Depends on Consumer Buying Power.

There is no question in my mind but that a large part of the losses in the packing business during the deflation period following the war, lay in this imprudent notion that anyone of us could afford to pay as much as any competitor. Our actions often appear to have been based on the idea that the slaughtering and wholesaling of livestock by only about 1,300 packers, made it certain that the public would need our individual product at a price in line with the live cost of the animals.

This is much the same idea that many producers have held; namely, that the public must eat anyhow, and that their only source is the producer's offering. While these ideas might have been tenable, to a certain extent, during the pioneer stages of our development, at the present day there is sufficient competition of other foods with meat to place a very definite check on the volume of meat which the public will consume, and also on the price levels they are willing to support.

The profitability of our business today depends on the buying power of the consumer rather than on the volume of livestock produced, and the buying power of the consumer depends not alone on the size of his pocketbook, but also on his willingness to take meat and meat products in preference to other foods.

Our ideas have been fairly clear with regard to the purchase of cattle and sheep, since we have had a direct check from the carcass, hides, pelts, and by-products back to the live animals. We have in general seen that we must lose money unless we buy these live animals directly in line with the market for dressed beef and lamb.

At times we have all forced the prices above what the consumptive market would stand, because we have found that one grade of cattle or sheep would move well and have hoped to crowd some of the other grades into that particular channel. Such a move has never made money for anybody when followed as a business policy, and it has been ruinous for the general market when we all, like sheep, have followed the lead of the first man to put the idea into practice.

### What Buying Means for Packers.

This suggests at once a broad consideration of the peculiar problems involved in livestock buying, as well as in general purchases, for the packing industry. In practically no other industry does one find in the raw materials a finished product which must be broken down into a variety



of secondary products suitable for other businesses. The miller may face a somewhat similar problem when he buys wheat for the production of the various grades of flour and wheat by-products, but the classes and grades of wheat on the market are relatively few, while there are over sixty standard grades and classes of cattle on the livestock market and over forty each of hogs and sheep.

The majority of industries conduct their processing and manufacturing on the basis of building up a finished product, one might also consider it a system of synthesizing a variety of simple raw materials. The packer, on the other hand, has a very complex raw material, for not only do the great variety of grades exist which I have already enumerated, but within each grade there is a tremendous diversity among individual animals, which results in varying quantities and qualities of products.

#### Livestock Buying Differs from Other Products.

Purchasing livestock differs materially from purchasing even as complex a product as ore. While we may find an average dressed carcass yield, there is no such thing possible as sample livestock, comparable to sample ore. Each animal is an entity in itself, and our buyers would be of only secondary usefulness to us if they purchased an animal on a yield basis alone, disregarding matters of quality and type.

The gold or copper content of a given ore is a standard thing—refined gold is always refined gold—but dressed meat may vary from No. 1 shipper carcasses to animals so lacking in attractiveness that their meat must be stripped, cooked, canned or otherwise processed before it appeals to the ultimate buyer. The complexity of livestock buying, therefore, lies not alone in the fact that the finished animal is a product which must be broken down for consumption, but in the additional fact that the product secured varied so greatly in intrinsic worth.

As a result, we find two general theories of buying in operation among the packer buyers at the various markets. These two theories are possible because one class of packers is able to buy for a definite market, while the other class of packers figures to clean up all classes of animals on the market at a given price. Obviously, there is a vast difference between buying for a particular outlet where all the characteristics of the trade may be known well in advance, and buying to market a product whose cost is more or less indefinite and whose units must be sold at a most indefinite price, namely, the most advantageous available.

#### The Best Theory to Work By.

The packer who operates on the first theory usually has relatively small purchase requirements and a specific trade which can be supplied by a particular grade of livestock. This type of packer usually knows very well how his business will stand with reference to the average business of the day, and he, therefore, goes on to the market early and takes his choice of the lot, not because he is stealing a march on his competitors by securing the very best animals, but because he has the best chance of finding the lots he wants before the market has been combed over.

This type of buying is commonly called "taking the pick of the market," and in the case of intelligent buyers can be operated very satisfactorily and profitably as long as all classes of livestock on the market are finally absorbed. The buyer who purchases on this theory can limit his activities to animals whose quality of carcasses and yields of meat will come nearest to satisfying his demand and whose suitability for his purpose makes it possible for him to see that there is a resultant profit in handling the animal. In other words, he can "buy right" without difficulty.

There is one great problem inherent in this type of buying which needs considerable attention if packer buying is to be brought to a real scientific basis. This problem lies in the practice of many packers in placing orders for livestock with buyers on the central markets without limitations on the price. The operations of these packers have undoubtedly been a great stimulant to the livestock market during the past few years, but the buyers representing these packers have not always used their stimulative power wisely.

#### Best to Buy Without Big Fluctuations.

I think we are all agreed that the ideal in our buying is to secure our livestock with as little fluctuation as possible in price. It is only when we can get our raw materials on a basis of relatively stable costs that we can reach the manufacturing basis which is so rapidly becoming our ideal. However, the buyers who represent these packers are not a part of their regular organization, but are instead hired to purchase specific lots and loads.

Many of these buyers operate for several companies at once. It is obviously to their interest to secure what their employers desire, and to give satisfaction to a degree sufficient to maintain them in this service. Yet the demands on them vary so extensively that they cannot maintain



ARTHUR MEEKER  
(Armour and Company, Chicago)  
Chairman Committee on Ways and Means, Institute Plan Commission.

an organization capable of caring for their peak load. For example, one of the largest order buyers in Chicago tells me that his business varies to such an extent that some days he ships only two or three carloads, while other days he ships as many as sixty to sixty-five.

Under such circumstances, he cannot be in all places on the market on his big days, and he must, therefore, use speculators and scalpers to help him fill his orders. Neither this type of buyer nor the speculator has any interest in the selling end of our business nor in the maintenance of stable conditions for us. Their big problem is to secure the animals with which their orders may be filled, and if their orders are "open" without any price restriction, it is obvious that they can place a handicap not only on the men from whom they buy but on the industry as a whole.

#### Should Stop "Open" Orders.

In other words the predominant interest of these men who act as agents for packers not located on the central markets is to bull the price, since nearly all of them buy and sort in order to get loads that will just fit the requirements of their em-

ployers. Under present conditions, these men will buy twice as many loads of hogs and half again as many loads of cattle or sheep as are necessary to fill their orders, will ship the selected animals at a price above the general market and will then secure the full market price on the animals that remain.

To a large degree this places the determining of prices on our raw materials outside of our influence and into the hands of the scalper who can play his orders to suit his own interests, placing live animal prices in a false relationship to the prices at which meat is selling. If we are to retain orderly buying and full control of our returns in the industry, we must not delegate the full buying authority to these men who lie outside our own preserves. In other words, the practice of "open" orders to them must be stopped.

It is obvious that the packer who instructs his western buyer to pay not more than 10 or 15 cents above today's market for purchases tomorrow, or who instructs him to pay a corresponding amount less can retain a relationship between his selling outlets and his raw material costs, but when he leaves the trader with full discretion to establish his buying costs, he places a direct check upon his own profitable operations.

#### Cleaning Up the Entire Market.

The second theory of buying is that which has been adopted by the packers doing a larger business. Their ideal is to clean-up the entire market and to merchandise everything they get. Their basis of buying must be less to purchase something suitable for an individual market than to make the average of their livestock costs equal or superior to the average of the general market and their principal competitors.

As in the case of the first theory of buying, their ultimate hope is to secure a profit, but their problem is much more difficult, due to the diversity in the animals they secure and the discrepancy in the proportions between the different grades of animals and the market demand for the resulting meats.

Any good judge of livestock can go on the market and come very close to recognizing the best animals, or for that matter, any animals that will be suitable for a given purpose, but there are very few buyers who are capable of going over all the animals offered for sale in a day, and who can determine the proper prices in the light of the dressed meat market.

We are all familiar with 1,000 to 1,200 pound cattle that may cost from one to three cents more on the hoof than others of similar weights and yet yield beef all the way from one to three cents per pound cheaper in the car cases, while these are extreme cases, they are not infrequent.

#### Selling Everything at a Profit Uncertain.

The packer who operates on the principle of merchandising everything that appears on the market is up against the problem of securing large numbers of cattle, sheep and hogs whose yield and profit are most uncertain. The general customs and traditions of the trade have enabled us to figure that definite price relationships will normally exist between choice and medium animals, for example, or between heavy and light animals.

Conditions of the consumptive trade, however, are continually altering these relationships, and no buyer exists who is capable of absorbing these daily variations and transmitting them into his buying procedure. As a result, on animals of intermediate or uncertain grade, we constantly find deviations from the true value which continually require adjustment. Moreover, the packer who cleans up the market can not limit his purchase to so many of one grade and so many of another, but must buy each grade in the proportion in which it is available, regardless of the freedom with which the product of each goes into consumption.

### With Oversupply Must Guess Price Level.

The problem of buying for this second type of packer is therefore extremely complex, for in the face of an oversupply of any grade, he must guess just what effect this increased production will have on these price levels. Despite the bad opinion our producer friends hold of us in this regard, we are more often too optimistic over the amount prices of dressed meat or finished products will drop in the face of heavy runs than we are duly pessimistic.

At least, this is the only interpretation I can place on the losses we all sustain when the early runs of grass beef of summer sows reach the market. By thus analyzing the responsibility of the big packers for absorbing all the runs, I do not mean that he can shirk his responsibility. I simply point out his difficulties.

This brings up a question on which packers have held many discussions; namely, whether there is a saturation point in the market for meats or whether the market will take all the meats we can produce if the price is right. For many years we have gone on the theory that we could always sell all of the meat produced if we only sold the products for a low enough price regardless of whether it meant a loss to us.

Since the war the market has many times upset this belief, and it will probably be only a matter of days now when we witness the same thing we saw last year, when the thinner grades of grass beef could not be given away on the New York, Boston, and Philadelphia markets. **Can Reach Saturation Point in Supply.**

As a matter of fact, a saturation point may be reached on every class of meat except the very best, and we all must face it. To take two specific examples, I need only call your attention to the days of 1919 when forequarter beef could scarcely be moved and when the heavy bellies and coarser dry salt hog meats would not sell at all and had to be rendered for lard and other products. I am certain that the day has passed when we can figure on selling everything we have, providing we drop the price sufficiently.

In fact I believe that we are thoroughly warranted in dropping our bids to the producer down to bed-rock once the saturation point is reached, not only as a signal to him not to ship for a few days, but also to indicate that the trade can no longer absorb the volume produced. In the past, because of the speculative element in human nature, the packers shared the producer's burden with him under such conditions, but in the long run I believe it has always cost both the packers and producers more to follow this practice than to take their losses immediately and fully.

### Meat Saturation Point Due to Other Foods.

Possibly the saturation point for meat has appeared in recent years because of the relatively smaller family demand, but in my opinion the cause for its development lies entirely outside social factors and embraces the economic factor of a constantly growing competition of other foods with meat.

To look at the subject a little more practically, let us consider the case when one of our buyers goes on the market late in the afternoon and finds fifteen carloads of hogs and cattle left. Everybody is full, their orders are satisfied. If a reduction in price will move these fifteen loads, why do we say we are full? What are we full of? We really know that our trade outlets cannot absorb another pound of meat.

Yet what happens is invariably this: Some buyer drifts in, notes that these animals are of a type that brought a given price yesterday, and because he can secure them, takes the lot at a half a dollar lower, thinking that he has bought well.

Nothing could be further from the truth. By this purchase he has transferred the risk on the entire market from the producer to the packer, he has jeopardized the selling value of everything he has pre-

viously bought that day to say nothing of what his colleagues and competitors have bought. In fact it is extremely doubtful if the gift of these loads would pay an appreciable fraction of the loss of the packing industry as a whole must withstand as a result of this action.

### A Decided Limit on Meat Consumption.

There is a saturation point. Practically, there is no limit on production or receipts, but there is a very decided limit on consumption, on the number of buyers of meat and on the amounts of their purchase. Some of you may challenge this statement after observing the remarkable way in which consumptive markets have taken up an increase of nearly 30 per cent more hogs than we had last year.

We can rightly feel that much of this increased consumption is due to the extraordinary efforts we have all made to put pork and its products into consumption. We have called on every man in the meat trade and every interest that could be of assistance. We can rightfully challenge any other industry to show results similar to ours.

Not a one could receive an increase of 30 per cent in its raw materials and merchandise them as effectively. Yet not all the credit is ours. We have had practical-

the seasons of slack production. Every packer, unless he operates on a fresh pork basis alone, must consider carrying costs as well as immediate value, if he buys any number of swine over his immediate trade demand.

While there have been occasional times in my experience when we have bought hogs unduly cheap because of discouraging future conditions, there have been five or six times as many occasions when we have let our belief in a favorable marketing season some months ago to come, carry us way out of line with values created by the immediate cutting and consumptive demand for pork. We are too much like the feeder buyers among the producers who seem perfectly willing to pay a premium on feeders purchased today when considered in comparison with today's market for finished animals.

On Labor Day at the Kansas City market, the receipts were quoted as 17,000 hogs, of which 11,000 were pigs whose shipments were forced by the drouth. All but 2,000 of these pigs were sent back to the country for further feeding at prices ranging from \$7.00 to \$7.25 with the bulk of them going at the higher price. At the same time, hogs of similar type to what these pigs will be when they return were selling only \$1.00 to \$1.25 higher on the general market.

The producer buying these pigs was, therefore, speculating on a rising market since his freight costs and feeding costs would not permit him to operate on such a margin. In the same way, we nearly always anticipate too high a price on our finished product when it will be ready for market, in comparison with the price we secure for pork today.

### No More Hedging to Prevent Loss.

There was a time when the Board of Trade permitted hedging our products so that we were able to offset to some extent the errors in judgment which we might make in buying, but today this practice is impossible. Of the three principal items on which we protected ourselves, mess pork is obsolete, and short ribs are becoming so.

Only during the cotton season are ribs a staple with which we can protect our purchases, and since it has become the custom to pull the loins from these ribs for the fresh trade, the ratio of volume of cured product to live animals is so reduced that our protection is almost nil.

This leaves lard as the only product, and the accumulations of lard are now marketed in the three months of September, October and November, which makes it almost impossible for us to use the Board of Trade as a safety device any longer. Today we have to make the market by our merchandising of ribs and lard when the season given for them comes.

### More Even Hog Receipts Will Help.

As the pork trade goes more and more on a strictly manufacturing basis throughout the year, almost a certainty due to the work of the farm organizations and the Department of Agriculture in distributing receipts, we will become freer of our present faults in hog buying, but it is questionable in my mind whether we can ever free ourselves of a tendency to go the limit on these prices just because our competitor may think he can go up.

The current tendency in hog production, as I have just said, is toward a more even distribution of receipts throughout the year. The current trend in pork consumption is toward increased uniformity in the monthly consumption of fresh pork and provisions. There is no question in my mind as a result of these two factors that most of us will live to see the day when less than half of the average hog carcass will be placed in the cured form. This will still further tend to remove the great element of speculation that has previously effected our buying system.

In THE NATIONAL PROVISIONER for September 1, 1923, an open letter appeared



T. DAVIS HILL  
(Cockran-Hill & Co., Baltimore, Md.)  
Director of the Institute.

ly a 100 per cent business operation and labor employment. If consumptive demand had been what we usually consider normal during the last six months, no one knows to what low levels prices might have dropped. I, therefore, repeat the assertion that consumption is our limiting factor. It is worth far more to us to conduct our buying procedures that we cater exactly to these demands and neither cloy the appetites nor tighten the purse strings of the consumptive public by offering them more than their tastes require.

### Never Buy Just Because We Can Buy Lower.

We must never buy just because we can buy lower. We must remember that the selling price of our products makes the buying price for raw materials, and we must never forget that, when we over-buy, even though we may buy lower, we are tinkering in an unwarranted way with the selling prices we have been able to establish. We must jealously nurse the markets in which we sell so that we may find the extra farthing to offer in the market where we buy.

It is when we come to purchasing of hogs, however, that we find the most complicated example of the deficiencies of our buying system. Pork is the only meat in modern trade that lends itself to heavy volumes of curing and of carry-over to



from one of our fellow packers calling attention to the fact that this day of speculation has passed in pork packing. He states that the day of seasonable marketing of live hogs is over except in case of unusual circumstances such as disease ravages, drouths and crop failures. He points out that this characteristic of regular receipts applies not only to the United States but also to our principal competitor in the European market, Denmark.

#### Should Buy More Moderately.

He then scores us for buying heavily in the old packing season when by buying more moderately and at a price that would have been profitable without the heavy bank loans and interest necessary we could have made more money on our product. Referring to last season, he calls our attention to the fact that we are not getting any more money from the product of our eight cent hogs bought last January to May than for that from the six and a half to the seven cent hogs bought during June and July. Our hog buying must be based on a daily merchandising basis and not on a seasonal speculation when this speculation finds no foundation in the modern facts of the trade.

A year ago Mr. Oscar Mayer called attention to the very bad accounting practices we had developed through continually revaluing our inventories on the basis of current provision prices, altogether too frequently considered at top values. In the same way, I wish to call your attention to the serious effect this has on the prices we are willing to pay currently for our hogs, just because we may have assigned high inventory values to our stocks, quite often based on the current values of those stocks on a date arbitrarily chosen two to four weeks preceding.

#### Avoid Inventory at Current Prices.

We can not forget that if we turn those stocks on to a market already crowded that current prices will break materially, due to the greater supply available temporarily to the trade. Similarly, we must not forget that at most periods of the year the increases in our storage are certain to have an ultimate bearish effect on the value of our inventory and hence on what we can afford to pay for the new hogs we may purchase.

It is sometimes hard to tell just what our competitors are selling and what they are storing, but we can never buy on the theory that our competitors are putting the bulk of their purchases into the fresh trade and that we can afford to store all the more optimistically thereby. There is no longer a day in the year when provision stocks do not face a strong competition from live hogs and fresh pork, much less a season, and the old order is completely changed whereby provisions set the summer market price levels for meat.

#### Packing Is No Longer Seasonal.

Packing is no longer seasonal; it is done every day of the year. More and more, therefore, we must consider the cutting basis and actually refuse to buy unless the hogs can cut at a profit on the basis of the day's price levels. The custom of buying hogs yielding a half-cent to a cent a pound loss on the immediate market must be abandoned if real sanity in packer buying is to be established. Every packer must have, and is entitled to, a profit on the hogs the day they are bought.

In the past we have talked much of our responsibility to the producer, and have offered as an excuse for paying more than the selling market warranted that we were encouraging production. Such an injection of false values over and above what the consumer is willing to pay as measured by current quotations is a dead weight against the packing industry and an unwarranted charge against our operations.

During the boom days of the war, and the year that followed, we all took part in paying excessive prices for show animals, especially boys' and girls' baby beeves and pigs, with the thought that we were en-

couraging them in parts of the country where livestock had been either limited in numbers or inferior in quality. On many occasions, we have paid more by 50 to 100 per cent on a per pound basis for animals on foot than we could expect to realize per pound out of their meat.

#### High Prices Give Producers Wrong Ideas.

Of course, this buying did not effect seriously the financial foundation of livestock production in these sections, but it did give many producers the idea that regardless of what we paid for animals we could get our money back out of them.

In some sections of the country where beef and pork are produced most expensively, we paid from 60 cents to \$1.25 a pound for prize winners, regardless of the false ideas of the price levels the industry could afford. As a result, when the days of readjustment prevented our continuance of an artificial support to the market and a further payment of these high prices for prize winners, the producers found that they had developed ideas of price levels and production costs en-

disturb the true foundation of livestock and meat production, and the cost of it is double or treble. If we expect to eliminate the boggy of speculation from the packing industry, and to put it on the straight manufacturing basis we all desire, we must make our buying just as accurate and scientific as possible, since a suitable volume of production to meet consumptive needs will exist only when we are intelligent enough buyers to arrive exactly at the true price.

This leads me to my final thought of the relation of our buying procedure to our place in the trade. It has been our custom in the past to measure our progress or backsliding by comparing the proportion of animals we have handled with the total animals marketed. We have believed that if we could maintain this proportion without paying more for the livestock than our competitors, that we would hold our business and maintain our profits.

In theory this may sound practicable, but actually it cannot work out. It is true that we can make our competitors pay as much as we do if they attempt to reduce the proportion of animals we secure, but in relation to our outlets we have no means of forcing them to carry similar operating costs.

An illustration of the situation may make it more easily understood. As production increases, our business must grow in direct ratio with it, if we are to hold our place on a per head basis in the total business of the country. But the communities around our branch houses or our favorite markets do not also increase in the same ratio as the general population or the total production.

#### Must Find New Outlets.

This means that if we are to hold our place in the trade as figured on the proportion of livestock marketed, we must find new outlets. This often makes it necessary for us to go into territory where the population will not support an additional branch house or route car at the same low costs we enjoyed at our original market. Our overhead is increased for distribution in these places, and it therefore happens that we may not be able to meet the competition of the local man who has gone in on the ground floor.

Hence, no matter what price levels we both pay for livestock, he will be able to undersell us until the population of his community increases to such a degree that our overhead can come somewhere near his.

This exposes the flaw in the reasoning which asserts that each of us can maintain our place in the trade by buying a constant proportion of the livestock offered at all the markets of the country. The size of our business is determined by the outlets we can maintain and the consuming public we can reach.

On economy of operation and careful salesmanship will depend the volume of business we can maintain, and our relative profit or loss will be determined by the intelligence and skillfulness with which we can hook up these outlets with our buying departments. The magnitude of our business lies in our distribution and sales, and the public to whom we sell determines whether our business shall consist of a few head of livestock daily or a few thousand.

#### Risk No More on Raw Materials.

In closing, therefore, I want to urge our industry to face next year's business intelligently and to begin its demonstration of knowledge by taking no bigger risk in the purchase of its raw materials than other manufacturers. This does not mean that we need adopt a more bearish attitude than we are accused of at present, nor does it mean that we must work for a broader margin between buying and selling prices.

Let us remember that the solution of



J. OGDEN ARMOUR  
(Armour and Company, Chicago)  
Director of the Institute.

tirely out of line with the conditions they had to face.

#### Bad to Boost Prices Above Consumer Demand.

While I do not mean to charge the packing industry in even the slightest degree with the economic disturbance in livestock production, since it would have come regardless of what we did, the foregoing conditions demonstrate in a general way what will happen every time we boost prices through false ideas of competition and values above what the consumer is currently willing to pay.

We thereby place a false bottom under livestock production which not only misleads the stockman, but subtracts from the net income of the packing industry as well. Whenever we step beyond what the consumer is willing to pay, we place a direct tax upon ourselves.

We owe no premium to the producer in order to maintain the supply of our raw materials. The only true basis of production is to meet the consumptive needs of our own population and whatever export demand our own industry can supply. Whenever we pay false prices, either willfully or unknowingly, we are sowing the wind, for ultimately both ourselves and the producers shall reap the whirlwind.

#### A Bonus Is Bad Business.

It sounds philanthropic to pay a bonus for production, and it appeals to whatever sense of generosity, we may possess, but whenever we make such a payment we

our problem as well as those of the producer do not lie in cleaning up the livestock market hopper when the meat trade hopper is clogged. Let us keep foremost in our mind that the safe and sane basis for our operation can come only when we accept as our theory of business operation a straight manufacturing basis with a reasonable margin of profit. Furthermore, this margin of profit must not be illusive or speculative but must be in the product when we buy it. Let us not be selfish over our place in the trade.

Let us cultivate our outlets instead of our inlets and let us gauge our inlets by the outward flow of our product rather than the inward flow of our competitor. After all it is the product rather than the inward flow of our competitor. After all it is the profit in our industry that we are seeking and it is only when we buy on the safe and sane business that we can expect to find something in the till when the year is over.

#### From the School of Experience.

**CHAIRMAN DOLD:** The Secretary asks me to make the following announcement. Those who may desire to bring any resolutions before the Convention should present them to Mr. Heinemann before noon Tuesday, so that the Resolutions Committee may give them consideration.

The next speaker on the list is Mr. Moog, who will speak upon "Economical Operation." Mr. Moog is Vice-President of Wilson & Company, and his early experience, as I recall it, back in the old days in Kansas City, certainly entitles him to speak with intelligence, and with knowledge, and with wide experience on this subject. Since the old days he has risen to a position which has given him every opportunity to carry out the experience of his younger days, and to broaden it with the present modern ways of large operations. Mr. Moog. (Applause.)

### Economical Operation

By J. Moog, Vice-President, Wilson & Company, Chicago.

Economics of operation in the meat packing industry are fundamental. There is perhaps no other field of industrial activity whose operations are subject to as many influences, both within and without the industry, as that of meat packing.

It must be apparent to those actively engaged in the business that the problems of economical operation are not limited to maintaining plant or departmental efficiency, but instead, the individual packing units are daily confronted with many problems beyond the jurisdiction of those responsible for local plant operations. These outside problems and influences have a vital bearing on the economics of plant operation.

It is, I think, very evident that the industry as a whole has not given the same careful study to adjusting itself to these outside influences as has been given to the inside factors affecting the economic operations of the business.

This is not as it should be. My personal experience and investigation convinces me that the industry's opportunity for improving its status through proper economics of operation rests equally with the satisfactory handling of those influences beyond the jurisdiction of local plant operators as in the proper handling of the internal problems.

An analysis of the industry's operations indicates that it has accepted certain conditions as inherent and not subject to change to a more practical basis. I especially refer to the unbalanced load the individual packing unit is required to handle as a result of the irregular volume represented in the daily livestock purchases.

#### Must Standardize Plant Volume.

Comparing our operations with those of other manufacturing industries, we must

accept as fallacious reasoning the assumption that the economic conditions and influences surrounding the production and marketing of livestock and the subsequent slaughtering and distribution of packing-house products prohibit the standardization of plant volume.

We should, therefore, stop and replan our structure upon a new basis of thought if we are to place our industry on its proper plane; namely, that of an industry of manufacturers and merchants, and not so subject to influence by the speculative elements.

To accomplish this, we must know with more accuracy that definite amount which must be added to our raw material cost (livestock) to cover those fundamental and unavoidable charges entering into its conversion into the finished product.

#### Know Fundamental Costs Better.

From the viewpoint of strictly internal operations, and without endeavoring to give consideration to those individual requirements of interest or dividend earnings due on money invested in the business, or to those expenses incidental to the selling or forwarding of the finished merchandise to the point of delivery, we have five fundamental costs:

Raw material; i. e., Livestock.



J. MOOG  
(Wilson and Company, Chicago)  
Speaker at the Convention.

#### Supplies.

Property maintenance.

Productive labor payroll, fluctuating.

Supervisory and control payroll, non-fluctuating.

Our greatest investment is in the purchase of the raw material. To conserve this and to produce therefrom all that is economically possible must be our aim. The question therefore arises, How may this best be accomplished? **STANDARDIZE.**

Standardization should extend to all products of the live animal, be they edible or inedible parts.

You may ask why stress a point which has for years been a by-word in the industry. Because I feel that its full import has not been grasped. Many have standardized in part, but not in entirety.

#### All Products Must Be Standardized.

Standardization of product directly controls standardization of all operating factors. To control standardization of all operating factors, it must be realized that a standardized hide, for example, is as important as a uniformly dressed carcass of beef.

A standard of inedible grease is relatively as important to the final financial result as the standardization of high-grade bacon and ham.

Complete standardization in all of its phases can only come by uniformity of operating volume, and the consequent uniformity of cost of production. The full development of this combination would accomplish our objective.

When we have a department set for a given volume per day or week, it should likewise be further subdivided for a given volume per hour. Thus we can expect, and should with proper supervision have, a uniform product with a definite cost.

#### Set Definite Volume and Stick to It.

Each plant, according to its locality and working conditions, should have gang settings for the slaughtering and other directly related departments. Such gang settings should be established for various speeds of operation, for a definite number of carcasses to be handled per hour.

The speeding of work beyond the number established per hour for the gang setting should no more be condoned than the slacking off from that established basis, if we desire a standardized product as our first essential.

One of the most important departments is that of the hog cutting, the direct labor expense of which will vary between 10 and 20 cents per head of hog cut, depending largely on what is included in the cutting expense.

A desire on the part of the superintendent or foreman to show a low operating cost by speeding up, probably using the excuse of having light hogs, or, under pressure of insistent instructions to get product produced for early pork orders, will immediately cause a decline in the standard. Where a gang in any department has been set for a definite volume as representing a day's work, we can not consistently increase the volume and expect full efficiency. If we can, we have planned our gang setting at a sub-normal figure.

#### Bad Results of Poor Operation.

The speeding up of the work may permit of a saving in labor of 2 cents per hog, or it may cause certain pork products to be produced as desired to meet a trade situation which could perhaps have been met just as well by an earlier start or other forehanded planning. Such speeding up usually results in a loss of 25 or 50 cents in the final returns from the cutting of a hog.

Let us briefly recapitulate what happens on a cutting floor when we get out of step in the effort to accomplish the previously unprovided for volume:

**Shoulders** chopped off too wide or too narrow;

**Hams** cut off with improper slant, leaving a piece either on the flank or cushion—to be later trimmed off to go into lard—which should be on pork loin or belly;

**Meat** left on neck bone—to be trimmed off for trimmings or lard—which should be on shoulder;

**Pork loins** either scored or too fat. If the latter, to be trimmed, and part going to lard which should be on fat back;

**Bellies** too wide or too narrow;

**Trimmings** piled up on trimming benches, and portions going to lard tank where same should have been saved; and so on down through the large number of the primal parts produced.

Each of these items may individually—depending on the extent of the imperfection of the work—mean the loss of 10 to 20 cents per hog.

#### Careless Butchering Costs 50c Per Hog.

It has been proven by test that 50 cents and over per hog can readily be cut away by careless butchering. I refer only to that stage of careless butchering which can only be detected through a piece-to-piece inspection of individual cuts, and not giving any consideration to the question



of policy as to cuts to be made from the commercial viewpoint.

But this carries far beyond the point of the cut-out from the hog. It eventually and often quickly brings dissatisfied employees—a great liability to any industry. It reflects in the supply problem, both as to the direct supplies and to the power of producing supplies, as I will endeavor to explain later, and to a degree also to the property maintenance expense.

In hog slaughtering and its group of auxiliary departments we may have a similar breaking down of standards, resulting in financial loss by getting our operations out of step in trying to accomplish excess daily volume.

How easy it is to face a ham too high; open a hog improperly so that too much will be trimmed off on one side, and not enough left to be trimmed from the other; split the hog improperly, thereby requiring trimming of the fat back; if not even going so far as to chop into the loin and spoil it.

And so on down through the endless details that mean the difference between right and wrong in the early stage of the handling of our raw material—the live-stock.

#### Evils of Trying to Force Work.

This same problem applies to beef. How often have I heard on the killing floor the remark: "These are cannors or light cattle; we can speed up." I say "No!"

Cannors or any class of cattle represent valuable raw material.

Can we expect perfect workmanship from a floorsman called upon to do 20 to 22 cattle per hour, if we have in our best judgment established a gang setting where we expect 18 an hour as a normal working speed?

What do we usually pay for such speeding up on the beef slaughtering floor?

Cut and scored hides, each one costing us at least 50 cents. Not many of such scores over normal need be made per hour to offset that 5 or 10 cents per head reduction in slaughtering cost.

We can likewise easily lose 1 or 2 lbs. per carcass on the bruise, neck and skirt trimming of the carcass as it passes over the wash bed during the period of excessive operating speed. And the final appearance of the dressed carcass lowered from high-established standards by reason of the accumulation of these defects (including improper washing) which may effect the realizable commercial value as much as  $\frac{1}{4}$  cent per pound.

The same condition carries down through the departments following the slaughtering operation, by loss of casing yields, offal yields, and excess fats left on the inedible portion, thereby going into products of a lower value.

Is the benefit of a few hours or days of excess operating volume worth these possible and preventable losses by breaking down of standards?

#### Give Thought to Supply Costs.

Supplies used in the individual plant will vary according to the extent of the manufacturing section conducted in connection with the slaughtering. They will usually vary as a whole for the plant between 35 and 55 per cent of the payroll.

I am using these percentages only as an index of their volume, as all of us are trained to think in terms of raw material cost and labor costs. But do we give the same consideration to supply costs, and are we as careful in following them as we do the other factors?

Here again standardization enters into our economical usage. By providing definitely established standards of supplies, it is many times possible to have one class of supplies interchangeable between several departments, and also interchangeable between plants, thereby avoiding interest charges on excess stocks of supplies or a shortage at critical time of need, which may mean the loss of trade by inability to fill orders or loss of trade

prestige by supplying products not of the usual uniform class.

In performing our economic functions we must stress this large item of supply expense as we do the important one of producing all that is possible from the raw material, or the conservation of labor.

Do we educate our men to realize the possibility of supply conservation?

#### Teach Men to Save Supplies.

If a crate or box has been standardized as a 100 lb. container, is it being filled to that capacity?

If a 100 lb. container cost 25 cents, and only 90 lbs. are placed in it, our direct package cost, instead of being 25 cents per cwt., is 27 $\frac{1}{4}$  cents per cwt. plus.

I say "plus" because to this question of package cost must be added additional loading cost of the additional packages used by reason of under filling, and the still greater expense of additional freight on these additional packages.

If the packages are short-packed 10 per cent, we have placed on the conversion cost of our livestock an unnecessary charge for such extra package expense, loading and freight expense of over 9 cents per cwt. on our entire volume of products on which packages are utilized.



E. A. CUDAHY, JR.  
(Cudahy Packing Co., Chicago, Ill.)  
Director of the Institute.

#### Lack of Standardization Brings Loss.

With this simply as an illustration of what package usage improperly controlled means to our costs, we must not overlook the causes of such a condition. My experience is that it is caused largely by lack of standardization of the operation of the individual department, and insufficient education of the supervisory and control force by the management.

If the policy is to utilize certain supplies of a predetermined size and class for certain operations, then our work must be laid out, supplies made ready and available so their usage will proceed in the direct course; and in fact, so it will be easier for the productive labor force to utilize those which are proper, to the exclusion of others.

We must not expect the productive labor force to think constructively on these matters, but the burden of planning and setting for them must be the duty of the supervisory and control force.

I want to express my high regard for and compliments to the Institute Committee on Standardized Containers for the work they have accomplished, and to express the hope that in the coming year that committee will function still more aggressively, and be further strengthened by the undivided support of the Institute

membership, so that in the near future all of us may be using uniform supplies of uniform size and standards with—as the old saying goes—"the main change in name only" on the label or the brand.

This I feel, when accomplished, will be one of the most forward steps in the progress necessary to enable the individual plant or company to know accurately all the facts needed for that most important question, "What does our product cost us?"

Some of our best students of the economics of business have said that figures do not control business, but are needed to direct it. Competition will not be controlled by each of us knowing our individual costs correctly. But our efforts will be properly directed.

#### Big Loss in Power Supplies.

Another of the large factors entering into the supply and conversion costs, and one which is most greatly affected by deviation from standards, is the item of our supplies used in the production of power. Power supplies such as coal, oil, ammonia, calcium, salt, and purchased electrical current where used, will average 10 to 15 per cent of the payroll of operations.

To meet the operating demands the productive capacity of the power house must be equal to the peak requirements. This is a department operating 24 hours a day, with a relatively short period of peak demand.

Steam and power producing units are most economical in point of production when operating close to rated capacity. It therefore can be readily realized that an unusual short peak demand increases the production cost of these expensive elements entirely out of proportion to the volume produced by them.

#### Where Volume Standard Helps Power Cost.

This condition is materially improved by a predetermined arrangement of basic volume, and the spreading of it out uniformly during the usual working hours. By careful planning of operations in the slaughtering and manufacturing departments, it is also possible to spread the power load so as to avoid short peak demand.

Naturally, the low refrigerating load requirement—which in turn means low steam requirement—is at the low point just prior to the start of the day's operations. A regulation of the cutting in on the steam and power requirements by the departments, on starting their operations for the day, will avoid the necessity of having in readiness an excess of boiler capacity, which excess may only be required for the first one or two hours of operation, and not be required when that peak demand is satisfied.

The hours of peak power demand at each individual plant will vary according to the character of the operations and equipment. In referring to power demand, I am classifying under it all units of the power house; namely, steam, electrical or other energy, refrigeration and water requirements.

I cannot detail the remedy for the individual plant, as it requires study of the local conditions pertaining to each case, but fortunately it is one of the easiest of solution in our entire problem.

It is simply a study of the hours of peak demand as indicated by the power house factors, and ascertaining what individual operations in each department of the plant existed at such time, and the regulation of these individual operations so that the steam power and water using departments, especially those of large cooking volume, are required to start their operation off the peak load to such an extent as is consistent with the proper handling of the product.

#### Productive Labor Payroll.

The next factor entering into our conversion cost is productive labor payroll.

The greatest problem of efficiency from both the product and expense standpoint



of this element is the avoidance of turnover.

In even the ordinary laborer, of only a few weeks employment, there has been established an asset not to be lightly wasted by permitting indiscriminate changes by discharge or resignation, if preventable.

If labor finds its employment to be steady, and assured of fair supervisory treatment, the tendency to change employment is greatly avoided.

Where standards of seasonable volume are established, so as to permit almost predetermined employment hours; gang settings rigidly adhered to, to prevent an overzealous supervisory force from exacting more than the proper effort; and a supervisory force trained to the principles of efficient laying out of work, there will be found a labor turnover that is reduced to a minimum.

We thereby materially improve the quality of product and the operating cost of production, not only from the factors of productive labor expense, but likewise supply and property maintenance expense. This in turn improves financial results.

#### Expense of Maintaining Property.

Property maintenance expense is not alone caused by the usual wear and tear incident to operation, but is more largely due to momentarily overtaxing machinery and equipment, and failure to observe conditions requiring repair or replacement when evidence of same is first indicated.

The old saying, "A stitch in time saves nine," I have often thought should have originated in this industry of ours. Even though it did not originate with us, it should be adopted as a cardinal principle, as pertaining especially to property maintenance.

Rarely does a machine give away all at once; it will be found that day by day it has been gradually deteriorating.

Most of the operating equipment in our industry is used by ordinary labor or semi-skilled labor. The man steadily using a piece of equipment, if a satisfied employee with steady work—and coached by his superintendent to interest himself in and call attention to any noticeable defects in the equipment he is using, especially if his suggestions are given attention—will always be the first to note some slight need of care to the equipment, which if given attention, rather than permitted to accumulate, will in a large measure avoid unnecessary high property maintenance expense.

#### Inspection Must Be Followed Up.

Inspection of equipment by the best obtainable practical mechanics, at regular predetermined intervals, is one of our best assurances of low property maintenance cost. But unless such inspections are a matter of record, and properly followed up by the supervisory force for execution, it is wasted expense.

There should be the closest coordination of the property maintenance staff and the operating supervisory staff.

Many times repair work is done after usual working hours, at increased expense, by reason of lower efficiency of the employee on account of working late hours, even if not extra expense for pay for these late hours of work, when by proper planning of the working hours of the operating department, a time during the day could have been set aside for this work.

So much of the desirable established standards of the product and conversion cost of same, and the continued undeviating maintenance of the standards depends on the supervisory control staff, that I cannot dwell too strongly on their importance to the industry.

#### Value of Competent Supervisory Staff.

A properly trained supervisory staff must be one trained to think in dollars. To them an unnecessary employee must mean not 40 or 50 cents per hour, but \$1,000 to \$1,200 a year of wasted payroll, and the need of the sales departments

accomplishing profitable sales on probably \$25,000 worth of product to replace the loss occasioned by only one excess man employed in operation. Or, inversely, the sales of the same amount of product at a profit to replace the loss of product or supplies by deviation of standards due to men improperly supervised or work standards improperly established.

The supervisory staff throughout should in my opinion be kept closely advised by the executive and sales staff of the value of each class of raw material handled, and the value of the product produced from same, as well as the supplies used in connection with the conversion.

#### Make Them Think in Dollars.

It is fair to assume that men from the foremen class upward to the position of superintendent can more readily realize preventable losses, and more quickly respond to constructive criticism, if trained to think of their activities in the same medium as they think of the medium of their livelihood, namely, dollars.

The greatest good to the individual plant can be obtained by close contact of the executive, buying, sales and operating supervisory staff. The properly trained supervisory staff, in their daily contact with the raw material, supplies and productive labor, should perceive and present for consideration those slight changes necessary in policy which often constitute the difference between profit or loss in this highly complex industry, meat packing.

I have endeavored to point out the weaknesses which I feel can be avoided by adoption of a policy of standardized operation.

These weaknesses, and their possible financial cost, must be analyzed by and for the individual plant, and weighed against a possible speculative profit by endeavor to handle an excess supply of raw material which brings about the high peak demand of volume.

#### Public Duty to Be Efficient.

We have, as meat packers, a fundamental business—an economic necessity. But it carries with it a grave responsibility.

It must be at all times conducted so as to be beyond criticism.

To do so we must convert our raw material into the highest realizable product at the least possible expense of conversion, and thereby be required to exact only the lowest necessary toll for this service.

If we do not do so, we are rightfully subject to the criticism of either the producer of livestock or the consuming public, for we have taken from one or the other.

We likewise have not benefited our

stockholders or ourselves, for we have not added to the world's wealth, if we needlessly destroy or waste through our failure to use the many years of training of individuals and the evolution of the industry to accomplish our purpose.

At an occasion such as this, with the many topics of importance and interest coming before this gathering, time could not be spared for one to endeavor to bring before you each of the detailed items which I have broadly suggested. In fact, I hardly feel that it would be proper that I endeavor to do so, as after presenting to you such basic thoughts as you may have received from my remarks, the further evolution and solving of them rests individually and collectively with the membership of the Institute of American Meat Packers.

#### A Talk by a Salesman.

**CHAIRMAN DOLD:** Gentlemen, you have now heard how to buy right and how to make right, and now comes the greatest of these subjects, on how to sell right, by Mr. J. A. Hawkinson. None of the old timers, or any of the new timers, for that matter, are any better qualified to handle this subject than he is.

John and I crossed swords in Kansas City many years ago, and we have remained firm friends ever since, and he has stood the test of time. While our friend who just now spoke may perhaps have knife cuts and knife scars on his right hand, I am sure that our friend John has pencil callouses on his hand, for I know of no one who has wielded the pencil more vigorously and more efficiently than he, and if a salesman does not wield the pencil, and wield it properly, then we are lost.

**MR. HAWKINSON:** Mr. Chairman, after Mr. Dold's very fine introduction, I am sure that I am as well qualified to speak on this subject as the old maid that conducts the nursery column in the women's magazine.

#### Effective Selling

By J. A. Hawkinson, President Allied Packers, Inc.

Salesmanship literally means the art of selling quality and service. Our task does not end with the sale to the dealer; we must co-operate with the dealer to encourage increased consumption of meat food products. I think it is an acknowledged fact that the merchandising of meat food products does not compare favorably with the merchandising of the products of other industries.

There is nothing more important from the consumer's standpoint than the purchase of wholesome and healthful foods and I question if we fully realize how vital the salesmen are to the success of the industry. Our salesmen are virtually our only means of direct contact with our customers.

By our salesmen we are judged. If the salesmen are competent we are reasonably sure of securing a satisfactory volume, our customers are satisfied and our volume increases. Incompetent or improperly trained salesmen invariably result in dissatisfied customers, unnecessary claims and losses and unsatisfactory volume.

Almost every operation of the packing business is systematized and standardized except the merchandising and this can only be accomplished through careful selection of salesmen and a definite plan for training them. Training of salesmen means not only thoroughly posting the salesmen on our different products, our stocks and our prices but also acquainting them at least in a general way with the relative margins of profit on the different kinds of products.

#### Figure Daily Cost-to-Sell.

Salesmen should be encouraged to figure their tonnage daily and their daily cost-to-sell. The importance of this can be readily appreciated if we take into consid-



THE BIG THREE EXECUTIVES  
President Herrick and Vice-Presidents Heinemann and Woods patrol the Board Walk.

eration how few hours of each day a salesman actually has the attention of his customers.

Careful investigation indicates that the salesman does not have the customers' attention on the average over three hours per day—practically no selling is done on Saturday. In many of the larger towns the retail markets and grocers close either Wednesday or Thursday afternoon during the summer months, and in some towns close one-half day during the week the year 'round. Therefore it is safe to assume the salesmen will not have the attention of their customers to exceed twenty hours per week, and in all probability not over fifteen hours per week.

We can readily figure on this basis how much per selling hour our salesmen are costing us. The salesmen are paid for six days weekly services. They are actually selling in number of hours that will not equal more than two and one-half days. For example, a salesman receiving a salary of \$50 weekly actually costs for the time that he is selling \$4.50 per hour for salary, not considering traveling expenses, street car fares or automobile allowance.

#### Cost of Handling an Order.

I question if most salesmen realize the cost of handling an order, considering the salesman's time, cost of delivery, invoicing, accounting and collecting, the cost of handling any order will not be less than \$1.00 and some packers figure the cost as high as \$1.50 per order.

How many thousands of orders do the packers fill daily on which the gross profit of the individual order will range from 25 cents to \$1.00. Every order of this character means an actual loss. These losses can only be overcome by competent salesmen working their territory intensively, and selling the full line.

As a result of increasing competition the number of small orders on which the gross profit is less than \$1.00 seem constantly to increase. Comparatively few packers "take cost of selling" into consideration and continue to sell these small orders on the same basis or approximately the same basis as larger orders, although the cost of handling the small order per hundred pounds is many times that of the larger order. These small orders unquestionably cost the industry hundreds of thousands of dollars annually.

#### Beware Irresponsible C. O. D. Buyers.

Salesmen take orders from irresponsible C. O. D. buyers. The order is delivered and customer has no funds, the product is returned shopworn and is as a rule resold at a loss or if the order happens to be for perishable product that has been cut on a wagon a large part of the day, when the product is finally returned it goes to the tank.

Notwithstanding these losses the salesmen continue taking and the packer accepting business of this nature. In other industries products are sold on a quantity basis. Sufficient premium being secured on small orders to net at least some profit.

#### Competent Salesmen Are Good Collectors.

It is a noteworthy fact that competent salesmen are good collectors—inexperienced or incompetent salesmen the reverse. Many salesmen do not realize that when they allow a customer's account to become past due, it is necessary to discontinue selling that customer until the account is collected, resulting not only in a temporary loss of that customer's business but in many instances a permanent loss of his business.

Salesmen should be made to feel that they are responsible for collections and credit risks will be lessened if the salesman knows he is responsible for the collections as he will be less inclined to take on risky accounts.

#### Credit and Sales Departments Co-operate.

Close co-operation between the Credit and Sales Departments can only be beneficial. Where this condition exists the Credit Department is of real benefit to the Sales Department. It is advisable to furnish the salesmen every Monday morning

with statements of all customers' accounts in duplicate. Salesmen should attach the duplicate statement to the remittance if collection is made.

On duplicate copies of statements of accounts not collected, salesmen should make full explanation giving reasons for failure to collect and these explanations should be followed up by the Sales and Credit Departments. Over-extension of credit or permitting the accounts to become past due in the long run proves an injustice to the customer and a loss to the packer.

Salesmen should be encouraged to become intimately acquainted with the dealer and his clerks and should study the dealer's requirements avoiding overstocking or selling the dealer a class of products unsuitable for his trade.

#### Dealers Welcome Salesmen Suggestions.

Most dealers will welcome from salesmen suggestions for better counter and window displays and any suggestions that will enable the dealer to handle packing-house products to better advantage and to increase his sales.

The importance of proper displays of meat food products cannot be overestimated. These should consist of seasonable products as far as possible. The progres-



J. A. HAWKINSON  
(Allied Packers, Inc., Chicago)  
Director of the Institute and Speaker at the Convention.

sive meat dealer always has attractive counter and window displays.

Many dealers do not have refrigerated counters and comparatively few have refrigerated windows; but there are many of our products that can be displayed daily on the counter without deterioration. Unrefrigerated windows can be used for meat product displays during the cooler weather and should be used during the warmer weather for displays of attractive advertising matter, special sale notices and price cards. Suggestions to the dealers for special sale cards, price placards, display of advertising matter, etc., will in most instances be received in the right spirit by the dealer.

#### Haphazard Price-Cutting.

One of the serious problems of the meat industry both from the retailer and the packer's standpoint is that of haphazard price-cutting. The Packer is flooded with unreliable reports from salesmen of competitors' prices. If these reports were accepted literally, we would be forced to believe that our competitors had no basis for figuring costs and their only aim was to take business regardless of cost and regardless of market conditions.

The salesmen's only source of information as a rule is from their customers, but the customer does not in all cases advise

the salesman of all conditions affecting such quotations. In many instances reports of competitors' quotations below the market are reports of sales or quotations made on a previous lower market and do not reflect competitors' current quotations.

The packers are largely responsible for the chaotic conditions of certain branches of the industry during the past few years. Livestock has been bought apparently regardless of whether or not the product could be manufactured and sold at a profit. Apparently many packers have slaughtered more livestock than their regular selling channels would absorb.

Excessive stocks have accumulated in the packinghouses, result being that selling conditions have been generally demoralized, and we have probably had a wider spread between the different packers' quotations than ever before. There is no reason why a packer should base his selling prices on unreliable reports of competitors' quotations. Different packers' costs of finished products are not the same and the sooner the packers realize that they must take a firm stand with their salesmen the sooner the industry will be on a sound basis.

#### Cost Figures Should Mean Much.

It is a lamentable fact that many salesmen do not have confidence in the packer's costs, especially on beef and small stock and it is not unusual to hear of salesmen making such remarks "that cost figures do not mean anything and that they always show a loss," etc. The practice of some packers accepting orders at large discounts under their quotations has a tendency to making the salesmen feel that all prices quoted are subject to shades. The salesmen are not wholly responsible for this feeling, and as long as a packer will permit salesmen to make their own selling prices at least to the extent of making unwarranted shades, just so long will the salesmen feel a lack of stability in the packer's quotations.

Unquestionably the standard of quality of all meat food products has been greatly improved in the last few years; but unfortunately the merchandising of these products has not shown a corresponding improvement. Branch houses are crowded so hard for volume that the average branch house manager has difficulty in not becoming overstocked and "Friday continues to be the bargain day for the bargain hunters."

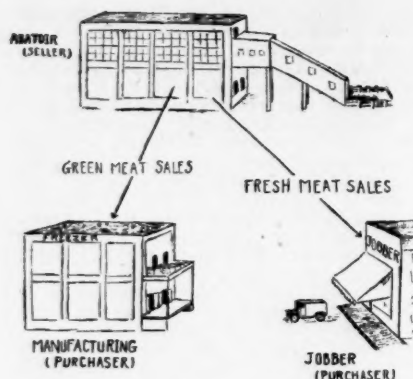
The sale of meat food products on a reasonably sound profitable basis is the packer's problem and it is a problem that can only be remedied by the careful study of principles as well as sales managers. We all know these conditions and we know the remedy. Have we the courage to take the stand that we are entitled to a fair profit on our turnover and to instill this idea into our sales managers, branch house managers and salesmen?

#### Advice on the Rudiments.

CHAIRMAN DOLD: Having heard of the three fundamentals of success, we will now be taken for a while into the rudiments of one of those fundamentals, and that is the subject of "Wholesale Costs." This subject will be handled by Jay C. Hormel, one of the members of a firm who are old timers in the game, and who have been essentially dealers in meat products. Mr. Hormel is one of the younger generation, and being a really efficient hustler, he has in the few short years in which he has been in the game accumulated a great deal of useful information which he will now impart to us.

MR. HORMEL: Mr. Chairman, the intimation that this paper would give what we have learned in the business is somewhat embarrassing, for even a young fellow hates to admit that he can tell all he knows of a business in fifteen minutes. But I have taken courage on this subject for the reason that I have observed that the three previous papers have covered it in fifteen minutes, and also for the reason that I have talked with Mr. Mayer,





$\text{Cost} = \text{Purchase Price from Abattoir.}$

who wrote a very able paper, as I believe you will all remember, a year ago, entitled, I believe, "A Dead Reckoning," and he agrees with what I have said.

Mr. Franklin, of Pittsburgh, is able to discuss this subject independently if he wishes to, and I have talked with him and he agrees with what I have said, and that has given me more courage.

Mr. Franklin also suggested that I say this, that the idea of figuring profit on so many cents per pound basis is all wrong. He contends that we should figure our profit on a per cent basis. He also suggests this, that the packing industry is probably the only industry which during the first six months of this year did not show large profits, and the only reason for that has been our negligence in not considering the importance of costs.

### Wholesale Costs

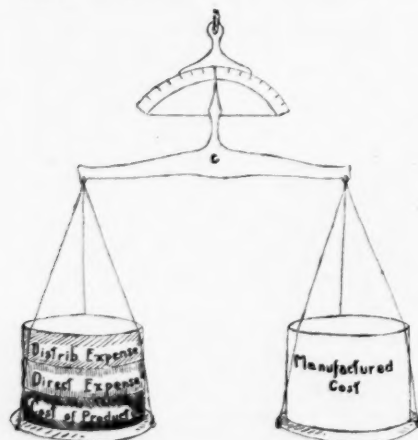
By Jay C. Hormel, Vice-President Geo. A. Hormel & Company.

#### No Actual Costs in the Packing Business.

As long as the packer purchases live animals and sells the parts there is no such thing as initial cost in the packing business. Instead of cost accounting, we are confronted with the problem of cost finding.

#### Proper Relationship of Departments.

There are individual firms whose sole activity is only one of the divisions of the complete packing house. If a man should operate a slaughtering establishment only, his problems would be very similar to those which the packer faces in his fresh pork division. He would have to sell his cuts as produced, and these sales would be made at the then current market. His problem would be to slaughter as freely as possible when this quick turnover could be made at a profit. That is my conception of the fresh pork division of a packing house.



$\left. \begin{array}{l} \text{Distributive Expense} \\ \text{Direct Expense} \\ \text{Cost of Product} \end{array} \right\} = \text{Manufactured Cost.}$

Although there are certain penalties attached to buying cuts outside, it is possible for the packer to do so. If a man were in the exclusive business of curing, he would purchase, from whatever source he might, such meats as he actually required for the definite dependable sales outlet he had.

We in the packing business may well consider our fresh pork, curing and manufacturing divisions as separate entities, each to be individually operated according to the exact requirements and possibilities of that particular division.

#### How to Establish the Cost of a Cut.

Thus for the purpose of cost finding the packing business becomes divided into two parts—the abattoir and the manufacturing plant.

Of course, we cannot completely segregate the slaughtering of animals from the rest of our operations. However, in the finding of costs, the fresh pork division must sell its product either to other divisions in the same plant, or to an outside purchaser. This sale at the market is, and must be, considered as a purchase. Therefore, the selling price, which is the market that day (with proper additions or deductions for freight), is and should be accepted as cost.

To reiterate, original cost is the market on any particular cut the day it is produced. The relationship between the cost of cuts and the price of hogs is found only in the killing and cutting profit or loss, which does not alter the cost.

#### How to Figure Manufacturing Costs.

Manufacturing costs are often misleading, for the reason that we fail to differentiate between direct expense and overhead. In tests or departmental profit and loss statements the items of expense entering into the cost of any finished product are only those expenses which would not exist if that work were not done—which would fluctuate with the volume. In other words, the cost of any finished product includes only those expenses the total of which increase or decrease from day to day in direct proportion to the volume of production. The difficulty seems to come in the calculation of three groups of expense.

#### Distributive Manufacturing Expense.

The first of these is distributive manufacturing expense, which includes coopers, barn, icing cars, painting, mechanical, box factory, refrigeration, power, maintenance and the like. In point of fact, every such expense is chargeable to some department. Experience seems to show that these expenses do not vary greatly from month to month. To actually charge each individual job to the department for which the work was performed, entails rather complicated accounting.

I have preferred to total these expenses and pro-rate them at the end of each month according to a carefully arranged schedule which seems to fit our business. In other words, as far as the ultimate results of the business are concerned, it is not vital to keep an actual penny account of such items. An approximation really serves our purpose and saves considerable accounting expense, as well as putting a reasonably accurate portion of the expense against each department.

#### Indirect Manufacturing Expense.

The second troublesome group of expenses may be called indirect. Under this heading may be included superintendents, clerks, watchmen, elevator men, storeroom labor, janitors, engine room, depreciation and similar incidental expenses which would not be directly affected by short time variations in the volume of any operating department. These, too, I have found convenient to pro-rate according to schedule.

#### Administrative Expense.

The third group which is similarly handled is administrative or overhead expense, which includes the salaries of the

Overhead is a straight time man and cannot be hired on a piecework basis.



Indirect Expense

Overhead

officers of the company, the accounting department, purchasing department, and in general those expenses which cannot be attached to any particular profit and loss division, together with such items as railroad equipment expense, office supplies, bond discounts, bond premiums, insurance, etc.

Overhead is a Straight Time Man, and Can Not Be Hired On a Piece-Work Basis.

The particular point to be remembered is that overhead is incurred by the day, the week, the month and the year. It is not incurred at so much per hog or per hundred pounds of product. If overhead expense amounts to one thousand dollars in a given period of time, it simply means that during that time we should make sufficient gross profits to pay that expense and have something left as a net profit.

In analyzing costs it is more pertinent to calculate these fixed expenses in terms of per hog and per hundred-weight than it would be to talk of the overhead per employee or per square foot of floor space.

We are working on three equations:

1. Manufactured Cost = Price — Manufactured Cost.

2. Gross Profits = Selling Price — Manufactured Cost.

These equations apply to any department or the manufacture of any specific item. If a department or a product shows a loss on such a basis it may be because costs are out of line.

One thing the packer must learn to recognize is that perhaps it would be a good thing to shut down some departments altogether. If each product and each department shows a gross profit, it is only a

#### Formula

Selling Price minus Cost of Product, Indirect and

Direct Expense EQUALS GROSS PROFIT.

Gross Profit minus Overhead gives NET PROFIT.



question of attaining sufficient volume to offset overhead and finally to attain a net profit for the entire business, because

3. Net Profit = Gross Profits — Overhead.

#### How to Control Influences Which Govern the Hog Market.

Any collusion to control markets is illegal, and rightfully so. However, markets are controlled with unerring exactness by the laws of supply and demand. Any other means of control is not only illegal, but worse than futile.

Attempts to artificially stimulate or depress the natural workings of fundamental economic principles always have painfully expensive reactions. Perhaps no better example could be found than the recent fall of the gasoline market from its artificially maintained high level.

Each packer, in conducting his business along lines which are sane, profitable and fundamentally sound, can in his small way influence the market.

There are a great many fresh pork businesses. Of course, they have their other interests, such as curing and manufacturing. Curers and manufacturers will always pay the market equivalent for the cuts they require.

If the slaughterer did not kill when he could make no profit by killing, the result would be a surplus of hogs, tending toward a lower hog market, or a shortage of cuts tending toward a higher provision market. Such procedure would help to put slaughtering on a uniformly profitable basis, and thus make efficient operation the determination of the success of any slaughterer.

The result of following this program would be three-fold:

1. The packers would thereby take killing and cutting profits and would minimize killing and cutting losses.
2. The benefits that are imagined to accrue to certain interests by virtue of a controlled market would thus be made to accrue to everybody concerned—producer, packer and consumer alike—by virtue of a stabilized market based on sound economic methods.
3. It would establish a cost basis for the manufacturing departments, thereby permitting them to operate on an assured basis of profits determined by the keenness of competition in efficiency.

#### A Suggestion for an Accounting System.

I am not an accountant. It may be a presumption for me to suggest an accounting system. However, I have evolved a system which has proven to be very simple and satisfactory in our particular business. It is based on common sense principles. "Don't put off till tomorrow that which you can do today." "If you start a job, finish it with one handling." "If you pick a thing up, lay it down where you eventually want it."

This system of accounts includes a separate group of debit and credit columns for each of the following divisions: livestock department, twelve manufacturing departments, the beef departments, four main sales departments, then each branch house, the store room, administrative expense, distributive manufacturing expense, indirect expense and finally, general ledger accounts.

The debit or credit groups under each department are determined by the statistics we wish to accumulate. Any expenditure made is charged directly to the department to which it belongs. Any transfer of product from one department to another is properly debited and credited at once in dollars and cents. Income is credited directly to the department to which it accrues.

The cumulative total of each column is carried forward from day to day for the entire month. Thus we have before us every day the profit and loss, and an exact picture of the operations of any department any day, except for the item of closing inventory. Even those inventories,

which are a part of stock records, are immediately available at any time.

In the sweet pickle department, for example, we put down a tierce of hams at a given price. The market fluctuation and the pickle gain on those hams during the time in cure are charged directly to profit and loss. The transfer credit to the sweet pickle department, therefore, shows for that particular tierce of hams a credit exactly equalling the put-down value. This gives us a running inventory which, by means of a test check, may be tried for accuracy at any time.

#### Conclusion.

Our conclusions are as follows:

1. The slaughtering or known cost-finding division of our business is segregated, and is operated entirely on the basis of the immediate profit or loss in the immediate turnover of the product of the hogs slaughtered.
2. By treating transfers to manufacturing or merchandising departments a purchase at market, we establish an actual cost on which we can base all subsequent calculations.
3. Direct charges must be segregated from overhead. Overhead must be considered on a per day, per week, per month or per year basis.



JAY C. HORMEL

(Geo. A. Hormel & Co., Austin, Minn.)  
Speaker at the Convention.

4. Gross profits as compared with overhead must be calculated on a time instead of a per unit basis.

CHAIRMAN DOLD: Connected with any selling operation are naturally two components parts, wholesale and retail. It is necessary with both to do equally well. We will now hear a paper on the subject of "What is being done in the study of the costs of Retailing," by Mr. A. V. Swarthout.

Mr. Swarthout is in charge of the studies of the cost of marketing agricultural products, and more particularly food products, in the United States Department of Agriculture. An important phase of his work has been the study of the cost of retailing meat. This includes the system of accounting for retailers which has been under preparation through the joint co-operation of Mr. Swarthout's division, Northwestern University and the National Meat Councils.

He is prepared to give us a few of the first accumulated results from the use of this system. This will be a verbal picture of the progress thus far made, and some of the outstanding problems of the retailers. The retailer's problems are your problems, and I am therefore quite sure that you would be very much interested in

what Mr. Swarthout has to tell us about the Government's efforts in that direction.

### What Is Being Done in the Study of the Costs of Retailing

Address by A. V. Swarthout, Bureau of Agricultural Economics.

Among the many lines of work in which the Department is engaged is that of compiling and studying the costs of marketing agricultural products. In developing these studies, it is the aim not simply to ascertain costs for costs' sake, but to ascertain costs in order that they may be of use in studying market organization and in pointing the way to improvements which can profitably be made in our marketing system.

In studies of this kind, one of the first things which attracts the attention of those interested is the serious lack of adequate records among business organizations. This lack is not found in any one field, for we find it to a greater or less degree in practically every trade, although it is probably greater in the retail field than in most others.

This is very largely due, I believe, to the fact that many of our retail stores are what might be called one-man organizations, and the proprietor, being closely in touch with all the details of the business, does not feel the need of a proper set of records. Furthermore, in only comparatively rare instances does he understand what could be done with these figures, once they are made available to him. Lacking an understanding of their utility it is quite natural that he has little interest in securing such figures. Most of us are utilitarians, and are not apt to place very great value on anything which we feel we can not use to our own betterment.

#### Former Studies on Retail Costs.

At two different times in the past the Department has collected data on the costs of retailing meat. In both of these studies, we have been unusually impressed with the lack of proper bookkeeping among the meat dealers. Generally we feel that not more than 10 per cent of these organizations have anything like an adequate set of records. This situation has also come to the attention of others interested in promoting the welfare of the meat trade.

Your own organization, some two years ago, called this condition to the attention of the National Association of Retail Meat Councils. They, in turn, appealed to the Department and to the Bureau of Business Research of Northwestern University at Chicago to be of such assistance as possible in improving the situation. This was approximately two years ago, and with the co-operation of all parties concerned, and the support of the Institute, several things have since been accomplished.

#### Accounting System Worked Out.

First, a system of accounting for meat dealers has been devised and made available. This system is so planned that it can be used by the smallest type of store, and with relatively little work, can be made to yield a monthly profit and loss statement, as well as other data which will help the dealer in better management of his business.

It can, on the other hand, be expanded almost indefinitely and be made so complete as to give adequate data for an elaborate chain store system. Sample forms of this system are available by application to the Department, and it is our intention after we have had opportunity to study the system in actual operation, to revise and improve it, and publish it in a somewhat more permanent form than the mimeographed descriptive pamphlet now available.

#### New System Being Installed.

Second, installations of the system have been made by representatives of the De-



partment and Northwestern University in Chicago, Cleveland and New York. In addition there are a few systems at other points where the proprietor himself has made the installation. Altogether, there are now 115 of these systems in operation, after allowing for a number of dealers who have discontinued using the system.

The plan of the installation campaign has been to establish representatives in these cities at the headquarters of one of the branches of the retail meat councils or the Master Butchers' Association. Generally, meetings have been held to which the dealers were invited, the system and its operation was explained and an opportunity offered to any dealer to secure the forms for the first year's business and the assistance of one of the representatives in installing it, all without charge.

#### Difficult to Get Co-operation.

The plan has not been as successful as might have been hoped, for various reasons. Among these is the suspicion of a number of the dealers that the men engaged in the work were really sleuths, sent out by the Internal Revenue Department in an effort to ascertain the amount of taxable income.

In other cases, there has been expressed to us the fear that the information has been desired by the meat packers. In still others, there appeared to be a great deal of enthusiasm among individual members to "let George do it." Some of the most influential meat dealers have boosted enthusiastically for the work in the meetings but have failed to give their personal support, even by submitting to us monthly reports which can be used in our compilations for comparisons with other reports.

In the face of all difficulties, however, we now have something over 150 dealers submitting to us monthly reports of profits and loss.

#### Want to Make Improvements.

Now, as I stated in the beginning, these studies are primarily for the purpose of pointing out improvements that can be made in our marketing methods. The Department has no interest whatever in preparing an accounting system for any trade unless such a system of accounting is to be used as a tool to assist us in our work or to assist the trade itself in getting on a better efficiency footing.

In this case, we are interested in getting the costs of doing business, together with a large amount of other data, which comprise the economic background of the retail meat trade. The information given us will be held in the strictest confidence, and nothing will be published which can possibly harm any individual. We are interested in getting these data in order that we may study the business and be of help in putting the whole trade on a better footing.

#### What Results of Retail Study Show.

We hope, within a relatively short time, to be in position to issue some statements as to the present cost of marketing meat compared with those of some previous time, and to point out some things which will be helpful to the trade and which can always be found if a study of this kind is properly related to its environment.

Results already show roughly that costs at the present time absorb about 20 per cent of sales. This compares with 16½ per cent in 1919, and 20 per cent in 1921. In these costs, we find a constantly increasing proportion of labor, in which is included proprietor's salary. This item in 1919 accounted for 10 per cent of sales, in 1921 for 12 per cent, and at the present time for 13 per cent. It is by far the largest single cost, and in it a 1 per cent saving is as significant as 8 per cent or 10 per cent in any other item.

#### Profit Not Large in Meat Trade.

We have heard a great deal of the importance of profits of middlemen as a factor in the costs of distribution. In the mind of the general public, there is probably no one other item which has had such an effect on increasing the cost of

living. True, it is probable that the public generally thinks of the margin between buying and selling price as profit.

As an actual matter of fact, a little thought convinces us that this cannot be so, for out of this margin must be paid the cost of labor, taxes, insurance, and such other items of operating cost as may be incurred, together with anything which the individual entrepreneur may be able to realize as salary for himself, interest on investment, and profit.

Though it would seem evident that only a small part of this price spread is profit, there is a more or less popular conception that profits play an important part in the cost of distribution? Our studies, not only in the retailing of meat, but in the marketing of other commodities, point to the fact that, after all, profits are entirely insignificant when attempting to account for the spread between producers' and consumers' prices.

In 1919, the costs of retailing meat were 16½ per cent of sales, profits were 2.3 per cent of sales; in 1921, for 64 retail meat markets in Wisconsin, costs were 20 per cent of sales, and profits less than 1 per cent. Even in the year 1919, when profits were largest and costs lowest costs were over seven times profits. In other words,



J. A. WIEDERSTEIN  
(John Hoffman's Sons Co., Cincinnati, O.)  
Director of the Institute.

for every dollar the consumer paid out in profits to the retail dealer, he paid out \$7.00 for the costs of operating that business.

The condition in 1921 for the group studied was probably extreme, costs being approximately twenty times profits. The 1923 study shows that costs are now absorbing an even larger portion of the sales price. Although profits have not been computed, it does not seem likely that, with a somewhat lower price level than in 1919, and with relatively higher costs, we may expect profits to be as large as in that year.

#### Must Put Emphasis on Costs.

It does seem reasonable that we may conclude that our studies looking to a more efficient marketing organization might safely disregard profits and first, at least, place our whole emphasis on the factors affecting costs.

Both costs and profits vary widely. In the 64 stores covered in the 1921 Wisconsin study, costs varied from about 8 per cent to approximately 42 per cent of sales. This, it would seem, is an unnecessary variation, and wherever wide variations are present, it does seem that a study of the operations of the organization having the lower cost should develop for us certain principles which could be applied in the other organizations to render them more efficient. If we can reduce this cost, and such improvement can be applied to

the benefit of both dealers and consumers, we are certainly putting the retail meat trade on a better basis.

Among the things which have a rather definite effect on the size of costs is turnover. Sometimes this is confused with volume of business, but the two are not the same. One may have a large volume of business but at the same time have a large investment in stock of goods, hence a low turnover, whereas a large turnover involves a large volume of business with relatively small investment in stock.

#### Trend Toward Lower Costs.

Our studies seem to indicate a very definite trend toward lower costs, as the turnover increases. In our present study there is a variation in this turnover figure from 1.4 to 9.4 turns per month. If larger turnover results in lower costs, we shall expect the dealer having the turnover of 9.4 per month to have the lowest costs and the most successful business, and this is just exactly the case. Of course, there are instances where low turnover is not found in connection with high costs and the reverse is true, but these are exceptions, and not the general rule.

Anything which can be done then which will point ways of selling more meat will be of benefit. Too many dealers are trying to sell meat as meat and not meat as food. Selling food is much easier yet only rarely do we find meat dealers who really understand the difference between grades of meat, who can point out to the housewife why his meat is worth 5 cents or 8 cents more than the competitor down the street, who is underselling him.

#### Retailers Not Good Salesmen.

Only rarely do we find dealers who can explain to the housewife the uses and the method of preparation of the various cuts. Yet it would seem that these are vital. If you go into an automobile agency, you do not ask the price of cars nor are you allowed to compare the price of a competitive make with the one the agent is selling without having pointed out to you in detail every point in which the car sold by this dealer is superior to the one whose price you have quoted.

How many sales do you think are lost, how many dissatisfied customers are made by the failure of the retail meat dealer to point out to the housewife the advantages of his particular piece of meat as compared to that sold by his competitor. Education of your dealers in these things, education in salesmanship, if you please, cannot possibly fail to improve the standard of the business of retailing meat, increase the consumption of meat and reflect benefit to the entire livestock packing and meat industries.

It may seem that these things are only remotely related to costs studies. But let me assure you that if such studies do not point the way to better distribution—do not indicate the relative advantage of delivery and non-delivery methods, of high or low-rent locations, of credit or cash policies, do not indicate the relation we may expect to find between size of business and the various cost and profit elements, do not help us to answer the many pressing problems of management—then indeed, our energy has been wasted.

CHAIRMAN DOLD: It is an old maxim that knowledge and experience is cumulative, and an equally old one that we must frequently be told that we know the things that we do know. I believe that we have all enjoyed thoroughly and benefited by the splendid papers read here this afternoon. To that extent I believe that we should show our appreciation to the men who have given us of their experience and time and thought in providing this information for us, by a rising vote.

(The members stood amid applause.)

Thank you, gentlemen. I hope that the papers you have heard will develop wiser, if not better, packers.

Thereupon the session adjourned.

## THIRD SESSION

Tuesday, Sept. 18, 1923, 10:30 A. M.

Vice President John J. Felin presiding.

CHAIRMAN FELIN: Please come to order. I will introduce as the first speaker Dr. Frank M. Surface of the United States Department of Commerce.

### American Pork in World Markets

By Frank M. Surface,

United States Department of Commerce.

Before taking up the specific subject assigned to me, I would like to speak briefly of some general features regarding our exports of agricultural commodities and bring to your attention a study which the Department of Commerce is now making on the subject of the World's Trade in Agricultural Products.

The United States produces, roughly, some 300,000,000 tons of farm products each year. More than 90 per cent of this enormous quantity is consumed within this country. The six or seven per cent of this total which is exported seems relatively insignificant when compared with our vast production.

Yet it is true that a much larger proportion of our more important products are sent abroad. For such crops as cotton, wheat, rye, and tobacco, we export from forty to fifty per cent of our total production. In the case of meat products, pork and lard are the only ones which enter significantly into our foreign trade. For the last three years we have exported an average of approximately fifteen per cent of our total pork production, or some twenty-two per cent of that portion which is produced under Federal inspection and is thus available for export.

It is clear that in these products, at least, our foreign trade is great enough to have a very significant bearing upon the prosperity of the producers and the agencies who handle these commodities.

It is common knowledge that during the post-war depression the farmers of this country suffered, on the whole, more severely than most other classes of the population. They have also recovered more slowly than our industrial classes. So that, at the present time, the prices which the farmer receives for his products are on a somewhat lower level than are the prices which he has to pay for the commodities he buys. This maladjustment of prices is, no doubt, partly accounted for by the dislocation of foreign trade which followed the war, and by the political and economic instability in many of the countries which had been our best customers.

#### A Study of World Markets.

Actuated by these considerations, Congress, at its last session, authorized the Department of Commerce to make a study of the World's Trade in Agricultural Products. The objects of this work are to determine the trends in foreign trade which have been evident since the war and to bring forth such constructive suggestions as might assist in readjusting our trade to the changed world conditions.

Secretary Hoover has appointed a commission, consisting of representatives of farm organizations, large exporters and economists, to guide and direct this inquiry. The Institute of American Meat Packers is represented on this commission.

The work is now well under way and it is hoped that the results can be made available before the close of the present year.

Three principal lines of investigation have been mapped out. One of these includes a careful analysis of the statistical trends in the trade, not only of this country but of all the principal producing and principal importing countries. It is hoped

that for the important farm products we can bring together here a basis of fact which will serve as an important guide for business in the future.

#### Changes in Export Methods.

Another phase of this study is an attempt to determine what changes have taken place in our methods of conducting export business compared with pre-war and what further changes might still be desirable to aid in the post-war readjustment. Questions of finance and credit, matters of transportation and shipping, foreign tariff restrictions and other factors are being studied in this connection. An investigation in the principal foreign markets is also being made in an attempt to find out the changes in the practices which importers are employing now compared with pre-war days.

A third phase of this investigation deals with the fundamental economic conditions in the principal importing countries.

All of these lines of work are well under way, although as yet only a few of the preliminary results are available. In connection with this study, so far as it refers to meats and meat products, we have had the hearty co-operation of this Institute and of many of your individual mem-



DR. FRANK M. SURFACE  
(U. S. Department of Commerce)  
Speaker at the Convention.

bers. I am very glad to take this opportunity to express our appreciation for the assistance which you are giving us, since it is only through this kind of help that we can hope to make the results of real practical benefit to exporters.

#### Pork Exports from the U. S.

The United States is the premier pork exporting country of the world.

I would like to call your attention to a few figures showing the trend of our export trade in pork and lard over a series of years. If we go back to the year 1900, we find that our total exports of pork and lard amounted to 1,454,000,000 pounds. In the last calendar year available, namely, 1922, we exported 1,487,000,000 pounds. Comparing those two end years of this series, there is an increase of only 33,000,000 pounds or about 2 per cent—not a very big showing for twenty-three years. These figures, of course, do not tell the whole story. There have been many ups and downs. Following the early years of this century, exports of pork products gradually decreased until they reached a low point in 1910 of only 692,000,000 pounds,

or less than half as much as they had been ten years before.

What happened during the war is familiar to all of you. Our exports of pork and lard increased by leaps and bounds, reaching a maximum in 1919 when we sent abroad 2,681,000,000 pounds. Since then, our exports have declined, until today they stand at practically the level reached at the beginning of this century.

#### What of the Future.

What the future holds in store for our pork trade you gentlemen are much better able to judge than I, and I shall attempt no predictions. It is of some interest, however, to note that our exports of these products have been considerably heavier during the first half of this year than they were a year ago. Our total exports of pork and lard for the seven months ending July 31, 1923, amounted to 1,120,000,000 pounds, which represents an increase of 298,000,000 pounds, or about 36 per cent over the corresponding period of 1922.

Roughly, from 80 to 85 per cent of our total pork exports go to Europe; 15 to 18 per cent go to other North American countries of which Canada, Cuba and other West Indies are the most important. The amounts going to other grand divisions are negligible.

Europe, therefore, is our most important customer and the industrial area of Western Europe is by far the most important section of that grand division. The United Kingdom alone takes from 40 to 50 per cent of our total exports of pork and lard. Great Britain is followed by Germany with about 25 per cent, while Belgium, Netherlands and France, together, take from 8 to 10 per cent and the three Scandinavian countries take another 2 or 3 per cent of our total exports.

Stated in another way, the Continental countries of Western Europe, exclusive of Great Britain, take roughly 40 per cent of our pork exports, while the British Isles alone take another 40 per cent or a little more.

#### Conditions in Europe.

The preliminary reports received from our men in Europe, who are working on the present investigation of markets for agricultural products, sum up the situation about as follows:

The purchasing power of the continental countries of Europe has seriously declined because of the disturbed political and economic conditions. Because of this, and particularly because of the fluctuation in exchange rates, importers and merchants have been unable to place large forward orders for American products, as was their custom before the war.

This lack of forward buying seriously interferes with our Continental trade in such commodities as wheat, flour and cotton. We on this side have so far developed no adequate machinery for financing these products up to the European miller, baker, or spinner, and the lack of it is causing us to lose trade in these commodities.

This difficulty is far less serious in the case of meat products, because the packers have been able to finance a large proportion of their export products up to the foreign local distributor. Speaking in general terms, there would seem to be but little to gain at present, by additional credit arrangements for the marketing of our pork and other meat products on the Continent. The benefits which these arrangements are giving to the marketing of American pork products in these countries is clearly evident in some figures which I think it will be of interest to review.

#### Financing Meat Exports.

I spoke a little while ago of the larger exports of pork and lard during the first seven months of this year compared with the same period of 1922. This increase amounts to about thirty-six per cent. If we take the six large industrial countries of Western Europe, the United Kingdom,



Germany, France, Italy, Belgium, and the Netherlands, and the three Scandinavian countries, Norway, Sweden and Denmark, we find that out of the total pork and lard exports from the United States of 1,120,000,000 pounds so far this year, some 921,000,000 pounds, or eighty-two per cent went to these nine countries.

This represents a gain of thirty-eight per cent for these countries over the same months of last year, but this increase is by no means equally distributed in the different countries. Exports to Italy increased from six million pounds in 1922 to thirty-one million this year, an increase of about four hundred eighteen per cent. Exports to France rose from 12,500,000 pounds to 33,500,000 pounds, or were nearly one hundred sixty-seven per cent greater.

Exports to Germany were greater in the seven months of this year by over 140,000,000 pounds, or an increase of seventy-six per cent. Exports to Belgium were forty-six per cent greater and those to the Netherlands were eighty-seven per cent larger, while the three Scandinavian countries averaged to take fifty-seven per cent more of these products than in the corresponding months of 1922.

Totaling our pork and lard exports to these eight Continental countries, which it will be remembered do not include the United Kingdom, it is found that our shipments this year were 488,000,000 pounds against 266,000,000 a year ago. This is an increase of about 84 per cent.

There can be no doubt but that the marketing methods employed by American packers and exporters have had much to do with this happy result.

#### What About Great Britain?

Compare now this increase of eighty-four per cent on the Continent with our pork trade in the United Kingdom. Our exports of pork and lard to the United Kingdom for the seven months of this year totaled 432,717,000 pounds, compared with 401,179,000 pounds last year, or an increase of 7.8 per cent. We increased our trade with the Continental countries by 222,000,000 pounds, but with the United Kingdom we increased by only 31,000,000 pounds.

There is some food for thought in these

figures and it may be profitable to examine them in more detail.

We export three main classes of pork products to the United Kingdom according to our export schedule. These are hams and shoulders, bacon and lard. In the case of hams and shoulders our exports to the United Kingdom in the seven months of this year totaled 176,000,000 pounds compared with 150,000,000 last year. This increase of 26,000,000 pounds accounts for almost all of the enlargement of our pork trade with Great Britain. In the case of lard, we have exported to Great Britain 148,000,000 pounds so far this year against 144,000,000 last year. We have no serious competitors in either the ham or lard trade of Great Britain.

When it comes to bacon, however, the situation is somewhat different. Although we have made significant gains in our bacon sales to all Continental countries this year, we lost ground in the trade with our best customer, Great Britain. Our exports of bacon to the United Kingdom for the seven months of this year have totaled 102,577,000 pounds, or nearly 300,000 pounds less than in the corresponding months of 1922.

#### Bacon Quality Needs Attention.

The English trade is particularly "fussy" about its breakfast bacon. It likes its strip of lean and its strip of fat, and it wants them in just the right proportion and the right consistency, and it wants a mild cure.

England has complained bitterly about the kind of bacon we have furnished, and she has taken it only because there was no other source which could furnish her a sufficient quantity of the kind she wanted.

All American packers have not always taken the trouble to cater to England's taste in this matter. As a result the term American bacon in the English market has come to denote a mediocre, if not an inferior article.

Denmark and Ireland have catered particularly to the English bacon market, with the result that these bacons command a premium of from five to eight cents a pound over American bacon in London. At the beginning of this month, the price

of the best American Wiltshire sides in Smithfield Market was 105 shillings per hundred weight, while Danish No. 2 bacon was selling at 140 shillings, or one-third more. Reduced to American money, having regard for the exchange rate, these quotations were equal, approximately, to twenty-one cents per pound for American and twenty-eight cents for Danish bacon.

#### Danish Bacon Competition.

I have prepared a diagram showing where England gets her bacon, covering the import figures for the years 1909 to 1922 inclusive. It will be noted that prior to the war the combined trade of the United States and Canada with Great Britain was approximately equal to the Danish trade in this product. During the war, Denmark was put out of business and our bacon trade expanded enormously, but during the last three years, Denmark has been rapidly regaining her trade until it is now at about the prewar level, while both we and Canada have been losing.

This is not exactly the condition that one likes to see in our best customer—one that takes from forty to sixty per cent of our bacon exports. England still takes our bacon only because she cannot get enough of the Danish type to supply her needs.

The most important points in the Danish trade are, first, that they breed a bacon type of hog; second, that they fatten these hogs on milk and barley which gives a firmer flesh and a finer texture than our corn fed animals; third, they are close to the English market and can deliver their products with a milder cure than is readily done from this side of the Atlantic, and, finally, they deliver their bacon stamped with the brand of their co-operative society or other organization which has come to stand for and is a guarantee of quality.

#### How Can We Compete?

Now, what can we do in this country to compete with Denmark? In the first place our farmers can certainly grow bacon types of hogs if there is any demand for them. Farmers measure this demand by the size of the price differential which the packers are willing to pay. We can talk all we want about the desirability of a bacon type of hog, but we will not get anywhere in particular unless the farmer can realize more dollars from his Yorkshire or Tamsworth than from his favorite Berkshire or Chester White.

With regard to the second point, we have large sections of this country in which the dairy industry is well developed and, if present signs do not fail, these areas will be extended. In many of these sections of the country, it would be possible to fatten hogs profitably on skimmed milk as part ration. With regard to meeting the Danish mild cure, this is a technical question with which I am incompetent to deal, but I have faith enough in American inventive genius to believe that it can overcome this.

#### Packers Must Maintain Quality.

With regard to a standard of quality, this lies entirely in the hands of the packers. It comes very largely to a question whether it is worth while to establish and maintain brands of bacon for the English market which will be known on a quality basis and which will be equal to the best that can be produced.

If some steps are not taken to do this, there is reason to believe that we may lose still more of this trade. Canada is making determined efforts to capture a larger portion of the English trade, and Argentina and Brazil are increasing their hog populations.

I have tried to point out some of the trends that have become evident from our preliminary study, and I want to bring to you the assurance that the Department of Commerce stands ready to be of any assistance which it can render in connection



WEST AND SOUTHWEST STICK TOGETHER

Former Vice President G. Harvey Nuckolls of Pueblo, Colo., and Director-elect Keefe of Arkansas City, Kans.



with this or any other problem which affects the welfare of American trade and American business interests. (Applause.)

**CHAIRMAN FELIN:** Gentlemen, President Herrick has asked that all Rotarians meet at the desk at 12:30 to attend the weekly luncheon at the Ritz-Carlton of the Atlantic City Club.

The next speaker is Mr. A. V. H. Mory, technical director of the Biscuit and Cracker Manufacturers' Association of America. He is a chemist and technologist of national reputation. He is not a stranger to the meat packing industry, having been a member of Armour's chemical organization for several years.

### **Lard and the Biscuit Maker**

By A. V. H. Mory, Biscuit & Cracker Manufacturers' Association of America.

Every member of the Institute of American Meat Packers will no doubt admit that there is no shortening like lard.

It will also have to be admitted that while some lards keep very well indeed, others keep very poorly.

In a general way it is agreed that what is commonly called a high-grade lard may be expected to keep better than a low-grade lard. But just what is a high-grade lard in terms of keeping quality?

#### **Baker Buys Cheap Lard.**

As lard sold to the housewife may have to stand on the grocer's shelf for a long time and in hot weather or behind a hot stove, the better keeping grades of lard may be expected to find their way into the household trade. The poorer grades calling for early consumption have been acquired by the baker, who has been attracted by the lower price and has been encouraged at times through finding certain of the cheaper grades of lard named after him.

If it were the bread baker only who had put his faith in lower-grade lards it wouldn't matter so much, for the reason that bread is promptly consumed. But there is another kind of baker, a baker who uses a much larger proportion of shortening in his products and has products which have to stand on the grocer's shelves for weeks or months through summer heat or perhaps close to the winter stove, and he is the biscuit and cracker baker.

I represent an association of biscuit and cracker bakers made up of some one hundred members, who use, roughly, fifty million pounds of shortening a year. In fact, shortening is their most important raw material when considered from the standpoint of money value and especially from the standpoint of hazard to the goods.

#### **Competitors for Lard as Shortening.**

Lard has been the standard shortening for many years, but such is the danger attendant on the use of some of the lards offered, and such is the ignorance concerning the all-important question of which lards are and which are not safe, that the biscuit baker is turning a willing ear to any salesmen with new shortenings for which strong claims are made as to keeping quality.

A cracker-keeping test recently run on thirty-seven samples of soda crackers, baked by as many different bakers, showed, after a few months at temperatures around a hundred degrees Fahrenheit, eleven samples with a sweet odor and good taste, an equal number so rancid that no one would care to taste them, and fourteen neither sweet enough to be palatable nor rancid enough to be thrown away.

But the distressing fact, and one that cannot be too strongly emphasized in this connection, is that it was found impossible from the data available to learn that certain grades of lard are safe and certain others are to be avoided. Analytical data did not show it and manufacturing data were not available.

That differences in cracker manufacture might have greatly influenced the results is not likely. There is at least no indication that the trouble lies in the cracker factory, while, on the other hand, it is notoriously true that the term "lard" names a product of widely varying quality, the non-dependability of which constitutes the chief indictment that can be brought against it, but one that means everything to the biscuit baker, whose favorable opinion once alienated will be hard to win back.

#### **To Study the Best Shortening.**

The Technical Bureau of the Biscuit & Cracker Manufacturers' Association proposes to go to the bottom of this question of which are the best shortenings. This means mainly which are the safest shortenings, since the differences between different fats in shortening power that we hear so much about are not worth considering until we know that the fats will keep.

But no amount of experimenting on the part of the biscuit baker will get any real, practical information unless these experiments can be hooked up with an actual knowledge of manufacturing conditions in the lard refinery.



A. V. H. MORY  
(Biscuit & Cracker Manufacturers' Association)  
Speaker at the Convention.

#### **Ask Co-operation of Packers.**

And so we bespeak your co-operation in this work. Your technical department cannot hope to find many problems of greater or of more immediate importance. Already a considerable volume of business has slipped from the lard refiner because the biscuit baker, in ignorance as to what lard is safe, has abandoned all lards. Manufacturers of shortenings that are claimed to be safe are making a strong campaign with safety as the sales argument.

Some lards are equally safe, but which are they? If your technical department can tell us now, and your manufacturing and distributing departments will co-operate in making such safe lards easily available to the biscuit baker, by all means let us have them without delay.

#### **Must Know What Lard Is Safe.**

Our own opinion is that there is much yet to be known, even on the part of the lard refiner, about the keeping quality of lards, particularly as used in other manufactures, and that the same is true of the oleo oils and other shortenings offered the biscuit baker.

This is a plea, therefore, for the imme-

diately organization of a joint research on the part of the Institute of American Meat Packers and the Biscuit & Cracker Manufacturers' Association of America, in which the materials and manufacturing conditions, both in the refinery and the bakery, that are most conducive to freedom from rancidity in biscuit product may be determined. Little can be accomplished by working independently, while we can see nothing but great mutual advantage in united effort.

**CHAIRMAN FELIN:** Our next speaker is our old friend, Dr. Mohler, of the U. S. Bureau of Animal Industry, whom we are always delighted to have with us. (Applause.)

### **Helpful Co-operation**

By John R. Mohler, Chief, U. S. Bureau of Animal Industry.

Mr. President and Gentlemen: When notified that the program committee had selected "Helpful Co-operation" as the subject of my remarks, I confess having a feeling of considerable doubt as to what I might say. The official relation of the Bureau of Animal Industry to the packing industry has been largely of a regulatory nature.

Necessarily this has been due to the legal aspects of the work. The meat-inspection law and various other laws and regulations dealing with the inspection and movement of livestock determine the nature of our relations.

So while I knew that I could talk to you at considerable length on points of mutual interest dealing with regulatory subjects, I debated in my mind whether remarks dealing strictly with helpful co-operation could fill the allotted twenty minutes. Evidently that is what your program committee wanted to find out.

#### **Sanitation Solves Problem.**

On a previous occasion I mentioned that the Bureau of Animal Industry in its infancy dealt chiefly with veterinary and regulatory work, but that in recent years it has added branches dealing with animal husbandry, dairying, research, and kindred subjects relating to the production side of the livestock industry. Such a development is both natural and logical.

Better methods of handling livestock on farms and ranches are largely the solution of the other problems. Sanitation, for instance, helps greatly in preventing diseases. Your organization likewise has become more and more interested in the production side of the meat industry. Naturally, if you can influence the quantity and quality of the raw material, you are in a better position to conduct an efficient business.

#### **Meat Yields of Food Animals.**

With the assistance of several of your members and using other sources of data, the Department has compiled some new information on meat yields of food animals, which is rather typical of helpful co-operation. The results are of an educational nature and show in a very striking manner that better-bred stock carries from 10 to 18 pounds more meat per hundred pounds of live weight than inferior animals.

I refer, of course, to dressing yields, which, in the case of cattle, vary from about 48 to 66 per cent; in sheep and lambs, from about 42 to 58 per cent; and with hogs, from 75 to 85 per cent. The lower figures are for the common grades of the respective classes of animals, and the higher per cents represent tests in the carcass competition of the International Livestock Exposition. They show what is possible with skillful breeding and feeding.

We realize with you, of course, that the ideal carcass is not always the economic one to produce, but a reasonably high dressing per cent, according to the material obtained, appears to show that, gen-

erally speaking, "the best is cheapest." For instance, a typical "good" steer selling at \$100, when compared with a typical "common" steer selling at \$71, represents roughly a 40 per cent better return.

This figure, curiously, is the same as was obtained from two other independent sources as representing the superiority of well-bred over common stock. As packers you are interested in such work, and I know that your organization has been active in distributing posters and other educational matter developed by the Department and calculated to result in better market stock.

#### Expert Service on Diet.

During the last few months we have been devoting some attention to the development of a feeding service so that persons who do not obtain the information they desire from bulletins and books on the subject, or from demonstrations, may obtain the opinion of a trained expert on their specific problems.

The service includes a special form of information sheet which greatly simplifies correspondence, and with the reply there goes a return post-card on which the farmer reports his degree of improvement or makes other appropriate comment. While this is a new service I am glad to say that the returns thus far not only report success or improvement, but contain remarks of appreciation. This is an illustration of the Department's aim to make available to any producer the best current knowledge on livestock raising.

Many of you no doubt have read the report of Mr. Charles J. Brand, of the Department, containing his observations while in Europe this year. The keynote of the success of the various enterprises mentioned—importing, meat packing, cold storage, and retailing—appears to be a rigid application of economy and an organization which reduces cost of production and distribution. His comments on the Vestey interests and the methods by which business men in Great Britain are meeting their problems are of unusual interest.

#### Economy in Production.

I feel we must recognize that the production and distribution of commodities are competitive and will remain so. While changing economic and political tides may command special attention at times and must be reckoned with, yet the farmer or the business man who produces or operates more cheaply than his neighbor will have a distinct advantage. In other words, we must not let problems of temporary importance blind us to the basic importance of underlying efficiency.

It is true that Argentina, New Zealand, and other meat-producing regions produce very cheaply. But our producers are fully as capable, and we have some advantages in the United States which partly offset the tremendous advantage, in the countries mentioned, of cheap land, feed, and labor. In addition to the fact that our markets are close at hand, we have no surra, rinderpest, contagious pleuropneumonia or foot-and-mouth disease here, and we are gradually conquering bovine tuberculosis and the cattle tick just as pleuropneumonia and foot-and-mouth disease were conquered, and as certain other diseases have been nearly eradicated.

#### Oust Foot-and-Mouth Disease.

Judging from sentiment expressed through the press and to me personally, there appears to be a high degree of helpful cooperation in the present policy of dealing with the exclusion of foot-and-mouth disease. Among the more recent additional safeguards we are planning to revise the regulations so there will be more adequate restrictions on hay and packing material coming from countries infected with foot-and-mouth disease.

Inspectors at various stockyards are under instructions to report immediately the first symptoms of that disease or any other resembling it. We know and you

know that the meat trade as well as producers would suffer because of the unavoidable restrictions that would have to be placed on shipments should an outbreak of foot-and-mouth disease occur. I therefore hope that we may have the closest and heartiest cooperation in excluding contagion so that restrictions for that reason will be unnecessary.

#### Compliance with 28-Hour Law.

I take pleasure in announcing to this convention that the 28-hour law is being complied with more fully than at any time in the past. Within the last three years violations have been more than cut in two. The railroads have paid rather heavy fines, and in one year, these defendant carriers paid into the Treasury approximately \$170,000. Carriers are now determined to see that their employees comply strictly with the law.

Deaths of stock in transit have been reduced to considerably less than 1 per cent and our traveling inspectors report better conditions of handling, feeding, and watering as well. Nowadays they scarcely ever see cars of livestock shunted between two rows of box cars in warm weather. Trainmen are becoming more careful to put cars of livestock on the outside tracks.



W. H. WHITE, JR.  
(White Provision Co., Atlanta, Ga.)  
Director of the Institute.

Bruised hams, bruised shoulders, and other injuries so common in the past also are becoming fewer.

Your organization has helped in bringing about many of these improvements and, in my opinions, conditions surrounding the shipment of livestock have improved at least 60 per cent since the enactment of the present law. Yet they are by no means ideal.

The Bureau recently handled a case in which an employee of a railroad, who was responsible for the proper feeding and watering of stock at his station, was grossly negligent. He had given no water, for a period of a year, to sheep and swine loaded in cars having no watering troughs, and in the case of sheep did not unload a single carload for rest. So you will see that even though results are gratifying, the time for relaxation or less rigid inspection has not yet arrived.

#### Million Cattle on TB Waiting List.

I have already touched on the eradication of tuberculosis from livestock, which is one of the most extensive pieces of cooperation work yet undertaken.

Accredited herds at the close of the fiscal year—that is, June 30, 1923—numbered 28,536, an increase of 76 per cent

over the previous year. Perhaps the most remarkable development of the work, however, is the enormous demand by farmers for tuberculin testing.

At the end of the year there were on the waiting list approximately 75,000 herds containing close to a million cattle. The project has become so large and the problems so diverse that I shall not attempt to discuss them in detail or to give statistical results. Briefly, the accredited-herd and area activities are both going forward in a gratifying way, and the modified accredited-area plan has met with general approval.

I note from a recent report that county officials of Hillsdale County, Michigan, take considerable pride in having that county the first to secure a premium offered by packers for a consignment of hogs from an accredited area. When producers, packers, county, state, and Federal Government all work wholeheartedly and harmoniously something is sure to yield, and in this case it is tuberculosis. The evidence shows that tuberculosis is vulnerable to present methods of eradication and the outlook for cleaning up large areas and eventually the entire country is extremely encouraging.

#### Big Soft Pork Problem.

There are other cooperating enterprises, such as the study of soft pork, which is recognized as one of the outstanding problems confronting the livestock and meat interests of the United States. The Bureau of Animal Industry came to a full realization of this fact several years ago and on July 1, 1919, an appropriation became available for scientific investigation of the problem.

From the beginning of the study it has been felt that the many questions involved could be solved only with the helpful cooperation of all parties concerned. In consequence the work has been conducted to a large extent in cooperation with a number of state agricultural experiment stations and the Institute of American Meat Packers. The state agricultural experiment stations referred to are the following: Alabama, Arkansas, Georgia, Indiana, Kentucky, Mississippi, North Carolina, Oklahoma, Pennsylvania, South Carolina, Tennessee and Texas.

Feed is the principal factor entering into the production of soft pork but unquestionably there are other factors which call for consideration and study in connection with feed. With a few exceptions the hogs fed in this line of investigation by the cooperating stations and by the Bureau have been slaughtered at the U. S. Experiment Farm, Beltsville, Maryland. Nearly 2,000 hogs have been used in the work up to the present time. Detailed physical and chemical studies of the chilled carcass and fats of each hog are made.

#### Result of Soft Pork Study.

It is the policy to publish no results until they are absolutely conclusive and publication is agreed to by the several cooperating agencies. The following gives the substance of all results published to date:

"Three years of continued investigation of the soft pork problem by the North Carolina, Georgia, Mississippi and South Carolina experiment stations in cooperation with the U. S. Department of Agriculture shows that when hogs started at a weight of approximately 100 pounds were fed on peanuts for a period of 60 days a soft carcass was produced and that it was impossible to produce a hard carcass by feeding corn and tankage or corn and cottonseed meal to these soft hogs for a subsequent period of 60 days.

"Since the four years' work has been summarized the results show that 100-pound pigs softened on peanuts during a period of 60 days are made firmer by the subsequent feeding of hardening food. However, it is yet impossible from these data to recommend a practical method of



producing a strictly hard carcass from such hogs."

Many other interesting and valuable results are being obtained and will be forthcoming as soon as they are known to be indisputable.

#### Reconstruction of Buildings.

I now will take up with you frankly a few matters which seem particularly appropriate for a paper dealing with helpful cooperation. These matters involve cooperation on your part. One of them is the reconstruction of buildings to meet reasonable sanitary requirements. The replacement of floors is the principal feature of such work, and I believe you have heard of this subject before. We understand, of course, that the laying of concrete floors in summer may necessitate a temporary shutdown of the refrigeration system. Moreover, the construction of such floors in winter has objections incident to freezing weather.

We understand, also, that in times of commercial activities work on buildings construction has the objection of interfering with the conduct of business and of inviting labor difficulties. On the other hand, when business is slack there is the very logical plea of infringement on capital requirements and excessive expense under the circumstances.

Such pleas have especially been made since the World War. During this time depreciation of buildings which needed reconstruction several years ago has continued until the time has come when improvements must be made in order to preserve them. Meat inspection has come to be generally regarded as an asset to the packing industry as well as a benefit to the public, but, in a friendly way, I remind you that you can not hope to enjoy the prestige of inspection without reconstruction expense. I really should like to devote all of the allotted twenty minutes to this subject. But need I say more? Here is an opportunity for cooperation of a definite and tangible form on your part.

#### Labels.

This is an appropriate occasion for calling your attention to the general simplification of methods for approving general labels and other authorized markings. A circular letter directed to inspectors in charge and also to establishments embodies the conclusions reached. Briefly, the revised plan of approving labels and markings frees the system of many details, reduces the time involved, and provides for emergency approval by inspectors in charge for certain kinds of markings. While all of you may not have familiarized yourselves with the contents of the letter referred to, I feel sure that this is a form of cooperation that is mutually helpful.

#### Control of Overtime.

The Bureau is endeavoring to control overtime work in establishments and to keep it down to a minimum. So far as I can learn there is a commendable desire and spirit of willingness on the part of Bureau employees to reduce overtime. Further discussion of this matter can scarcely be fruitful at a convention like this owing to the widely varied conditions under which establishments are operated. But I assure you that the overtime problem is being given close consideration and we are ready to cooperate with you in every possible way.

#### Records Show Slaughter Increase.

The records of the meat-inspection service for the fiscal year just ended show an unusual increase in volume of business. The total slaughter for the last fiscal year exceeded 73 million animals, which is more than two million greater than the best previous record. Hog slaughter alone exceeded 48 million, which is four million more than the best previous record. The July figures show a continued heavy run of hogs, and the inspected hog slaughter for July was more than 879,000 greater than the best pre-

vious record for that month, which occurred last year.

#### Foreign Phases of Federal Work.

It is noteworthy that the small and medium sized establishments appear to show the principal increase. There is a temptation to indulge in opinion as to the possible continuance of such a record-breaking slaughter and the factors responsible for it. But whatever interpretation you may choose to place on such conditions we can not escape the conclusion that an extension of foreign markets is desirable.

The Department is continuing its efforts to extend the foreign market for American fresh pork cuts. This work is being conducted through the State Department, which in turn deals with foreign offices and health authorities of various foreign governments. During the last fiscal year England has accepted 20 million pounds of such products certified as being derived from hogs showing no disease lesions whatever. France and Holland are prospective customers for this class of our export business.

For those of you who may not be in touch with the export situation I may explain that the figure stated represents new



DR. JOHN R. MOHLER  
(Chief, U. S. Bureau of Animal Industry)  
Speaker at the Convention.

business, since all export of fresh pork to England before the present method of certification mentioned was devised, had been stopped by the British authorities.

For simplifying imports of meat we have prevailed upon some foreign countries to adopt an official certificate which is similar to the United States meat-inspection certificate. It makes the importation of meat contingent on the certificate itself rather than on the signature of foreign veterinarians who, like our own employees, are subject to change frequently. Such changes of personnel have in the past caused delay. The present plan of recognizing a certificate instead of a signature means greater ease in entering products from approved countries.

Our laboratories are making careful and thorough examination of samples of meats and meat food products imported from foreign countries in order to make certain that these products are in compliance with the regulations relative to labeling as well as their fitness for food and freedom from

preservatives. While this work is primarily in favor of the consumer, it is no less in the interest of the domestic producer. The domestic producer is required to meet the strict requirements of the regulations relative to the correctness of his labels, and it is not fair to him that the foreign producer should be permitted to do less.

#### Research Activities.

Another important line of cooperation is the laboratory research which deals with meats and is partly the basis for various rulings in which we have mutual interest.

The most important work of this class was that done by the Omaha Laboratory on ham souring. The practical aspects of this work were discussed in the Service Announcements of the Bureau for January, 1923, and a technical article giving details of the work was published in The American Food Journal for April, 1923. The value of the work lies chiefly in its application to the industry.

It has been generally recognized in the industry that in curing meats an absolutely sterile product was not being handled, and the establishments which have been most successful in reducing or eliminating ham souring have been those in which this fact was most clearly recognized and the policy of treating every ham as a potential sour ham has been most consistently followed. Our work gives the scientific support to this view which had heretofore been lacking.

It being known that practically every chilled carcass has disseminated through it the bacteria capable of causing spoilage, it follows that it is only by depriving these bacteria of the opportunity for growth that spoilage can be prevented. The application of preventive measures must therefore begin with the slaughter of the animal and must be carried on continuously until the curing of the meat has been completed.

Our work has shown further that no single simple or easy operation may be expected to eliminate losses from souring but that the elimination of such losses can come only through careful attention to details throughout the killing, dressing, chilling, cutting, and curing processes. Still another point brought out by this work is that chemical preservatives can not be expected to be of value in the prevention of souring. Common salt will effectively check the growth of the organisms concerned. The problem consists in holding the meat under such conditions that spoilage will not occur before the salt becomes effective.

Laboratory study of the conditions under which the permitted coal tar dyes are capable of penetrating sausage casings and dyeing the meat contained in them, followed by practical experiments under actual working conditions, led to a change in the Bureau rulings governing the application of color to sausage casings which has greatly simplified the production of sausage in artificially colored casings. It has been of assistance to inspected establishments in meeting competition from uninspected establishments and has thereby increased the consumption of U. S. Inspected and Passed sausage which may be considered as a gain to the public as well as an advantage to the industry.

Laboratory studies of the character and composition of various types of canned meats and meat food products has made it possible to simplify the requirements governing the declaration of net weight on the labels of a number of such products. The advantage to the establishment of being able to determine the proper net weight to be stated on the label of the finished product in advance of processing, and the elimination of the necessity for taking "cut out" weights on the finished product in order to determine the correctness of the net weight stated on the label, is too evident to require explanation.

**How to Get Rid of Rats.**

Studies of the use of barium carbonate for poisoning rats led to the conclusion that this poison may safely be used in the edible departments under suitable precautions and supervision. The regulations have been modified to admit its use under the necessary restrictions. While the ruling permitting the use of this poison in edible departments has been in effect for too short a time to determine its real value, it is believed that this work will prove of considerable value in reducing rodent infestation.

One of the most important laboratory activities consists in the supervision of water supplies. While this supervision has made it necessary to require more or less expensive changes at a number of establishments, it is believed to be in the interests of the establishments concerned. Evidence showing the value of pure water to the meat-packing as well as to the other food-producing establishments, is continually accumulating.

There is reason to believe that contaminated water plays a more important part in the spoilage or deterioration of food products than is generally realized. It is certain that contaminated water regularly contains many of the organisms associated with the spoilage of food products, and it appears only reasonable to suppose that their continuous introduction into the product by this means has a tendency to promote spoilage. It is believed, therefore, that the Bureau is rendering a real service to the industry in maintaining the present supervision over water supplies.

The work on vitamins in meats is being continued and recent evidence continues to show that pork muscle especially is reasonably rich in the vitamins which earlier work showed to be present. I mention this piece of research work because you are naturally interested in the results, but I trust you will understand that neither the Bureau of Animal Industry nor any other branch of the Department of Agriculture is a special pleader for any kind of food.

We are interested in learning the true facts regarding foods and especially the properties and merits of those foods on which the research work has been limited. The results as determined are announced in as direct and clear a description as possible, consistent with the proper report of scientific work. Thus any industry whatever may place its own interpretation on the findings. Those of you who follow the sports know that the decisions of even the most fair-minded umpire do not satisfy all the "fans," but we are trying to play our part in the game without fear or favor.

The Bureau looks hopefully to your adoption of the new dry-rendering processes.

The elimination of objectionable odors and insanitary conditions resulting from the old methods promises to be almost a revolution in the sanitary side of the meat industry.

**New Motion Pictures.**

In conclusion I wish to express the gratification of the Department over the manner in which your organization has received some of the educational work that the Department has been doing. Not only has cooperation included distribution of press material and use of exhibits and illustrative matter, but the distribution and purchase of motion pictures. All your members should know that the National Livestock & Meat Board purchased fourteen copies of the film entitled "Behind the Breakfast Table."

You may be interested in some of the newer productions dealing with livestock. A two-reel film entitled "Sir Loin of T-Bone Ranch" is now practically completed and will be ready for release early in November. This picture shows methods of handling beef cattle under ranch conditions. A pleasing story runs through the picture.

**Ranch Sheep Industry Picture.**

Another new picture, also of two reels, is called "The Woolly West" and deals with the ranch sheep industry. This will be ready about the same time as "Sir Loin." Another film to be made this fall deals with the area plan of tuberculosis eradication, and still another with the ten-litter movement for producing better swine and pork. Those of you who are familiar with Department motion pictures understand that the pictures are lent to responsible persons and copies of them are obtainable also by purchases.

I have endeavored to touch on the points of helpful cooperation which are most timely and which I believe you will be most interested in. There may be other matters, however, which you wish to discuss and if so I suggest that you will bring them to my attention at the close of the session or at any convenient time. I hope that you will give me the benefit of what is in your minds so that there may be a continuance of cordial relations and cooperation which have long existed between the Bureau of Animal Industry and the great enterprises which you represent.

**Creigh Gives Way to Anderson.**

MR. THOMAS CREIGH: Gentlemen, Congressman Sydney Anderson, of Minnesota, who I see is the next speaker, I am sure has a very wonderful message to bring to this convention. I think the time is running just a little bit short, and I want to suggest to the convention here that I will be very glad to give up my time, or a large part of it, to Congressman Anderson.

I want to say to the Convention that Sydney Anderson was the chairman of the Congressional Commission that made probably the greatest investigation and report on agricultural conditions that we have ever had. Agriculture and politics are very closely associated. That report had a wonderful mass of facts in it,

rather than sensational stuff. Of course, the packing industry is very close, necessarily, to the livestock industry, and the packers also are very close to politics.

I want to make the suggestion to the Congressman that this is more or less of an informal gathering, and the story he has to tell is one that is very close to all of our interests, and I hope that he will say informally the real thing that is in his heart, and I will turn my little remarks over to Paul Aldrich, and he can publish them and let Sydney Anderson have my time. (Applause.)

CHAIRMAN FELIN: I believe that will be acceptable, and we will be glad to hear from Congressman Anderson. (Applause, the members rising.)

**Packers' Interest in Agricultural and Industrial Problems**

By Hon. Sydney Anderson, Member of Congress.

Mr. President, Mr. Chairman, and gentlemen of the Convention:

I am sure it was very nice of Mr. Creigh to suggest that I might occupy a portion of his time. However, having had the pleasure of hearing him upon one or two occasions, I do not feel justified in accepting his very generous offer.

I want also to express my appreciation of your very kindly reception. I have wanted to get a chance at this crowd for a long time. Yet I am sure that you can appreciate that a Congressman who hails from the part of the country that invented the Farm Bloc, and produced Magnus Anderson, might address a crowd of this kind with some embarrassment. However, I must say that you do not seem as hard-boiled to me as I thought you might. I might say also that you do not look as if you deserved some of the hard things that have been said about you.

During the past two years I have attended, I think, more than a hundred trade conventions. I have come to learn that there are a lot of good people in this country, and I never fail to be inspired by the high ideals and by the recognition for responsibility which I have always found exhibited by them; and I am sure that this convention represents as high ideals as to public responsibility as any that I have attended.

**Helpful Convention Program.**

I have been gratified to note the helpful and co-operative character of the programs at these conventions, and especially at this one, and I have come to believe that the trade association occupies a very responsible place in our industrial system; that it affords splendid opportunity for mutual helpfulness, not only within the trade itself, but between industries and in the interest of the general public.

In connection with some work that I have been doing on another matter, I have



THE SWIFT PHALANX SWEEPS THE BOARD WALK.

(Left to right)—James Rose, Jos. Healy, R. C. Howes, Charles H. Swift, A. D. White, F. M. Hall, Philadelphia; R. H. Gifford, W. C. Davis, C. S. Hopkins and R. W. Carter.



compiled some statistics having relation to the packing industry which may be of some interest to this meeting, although they are somewhat outside of the subject which I wish to discuss. I am not going to bore you very much with statistics, because I have a very wholesome respect for the opinion of the man who said that there are three kinds of lies in the world, plain lies, damned lies, and statistics. (Laughter.)

I heard a little story the other day that illustrates the inappropriate use of statistics. There was an Irishman who suddenly conceived a very strong and favorable opinion in the direction of birth control. In fact, he became so enthusiastic about it that his wife became alarmed and complained to the priest. The priest spoke to Pat and said: "Now of course you understand all of this birth control business is contrary to the doctrines of the church. I want you to stop thinking about it." Pat said: "But, father, you see I have three children." "Yes." He said: "Father, do you know that I have been reading in the newspapers the other day that every fourth child born in the United States is a Jew." (Laughter.) So I want to be very careful about the application of these statistics.

#### Meat Production and Consumption.

In the last twenty years, covering the period between 1899 and 1919, the total product of the packing industry has increased by something over fifty per cent, against an increase in population of about forty per cent, so we would seem to be in no imminent danger of a meat famine. Indeed, what we seem to need in this country is not so much to produce more for people to eat, as it is more people to eat what we produce.

This increase in production of some fifty per cent has been accompanied by an increase in capital of more than 500 per cent in the packing industry. It has been accompanied by an increase in wages of more than 500 per cent. It has been accompanied by an increase in the value of your product of more than 500 per cent.

It is rather difficult to analyze this enormous increase in wages, in capital invested, in relation to the relatively small increase in the tonnage amount of the product. I suspect, however, that a very considerable portion of it represents merely a normal increase in prices. I suspect also that a considerable portion of it represents an investment in competitive distributing machinery. I am not sure, however, that we are not fast approaching a period in this country in which our investment of capital bears an out-of-proportion relation to output, and I think that this question deserves the consideration, not only of the packing industry, but of industry generally.

#### The Packer and Agriculture.

The subject which has been assigned to me is "The Packers' Interest in Agriculture and Industrial Problems." That is clearly a subject upon which one might talk either 20 minutes or 20 hours. I want to discuss only one or two phases of those relationships.

Indeed, the packers' interest in the problems of agriculture and of industry are so obvious as to be almost axiomatic. Of course, as has already been suggested, if the packer could control the character and quality of his raw material, if he could by some method influence the organization of agriculture in such a way as to even up the peaks of receipts, not only would the packer be benefited, but the farmer would be benefited.

On the other hand, if he could somehow induce the consumer to believe that a steer is not entirely composed of sirloin steaks, it is not improbable that not only the packer but the consumer would be benefited.

If the packer and the rest of us could appreciate the fact that our troubles have an intimate relation to the troubles of the

other fellow, and that the solution of the problems of the other fellow might have a very definite bearing on the solution of our own, I am sure that we could have more of that helpful co-operation about which Dr. Mohler has talked.

I remember a story told me the other day which illustrates what co-operation is better than anything that I have ever heard. There was a Swede butter-maker attending a convention of butter-makers up in Minnesota some years ago. There had been a great deal of talk about co-operation, and finally this Swede got up and said: "Mr. Chairman, there has been a lot of talk about co-operation. I don't know what you fellows mean when you talk about co-operation, but when I talk about co-operation I mean to fix myself so that other fellow can work with me." That is co-operation that really means something.

#### The Importance of Co-Operation.

Mr. Creigh has referred to the fact that I had the honor to be chairman of the Joint Commission of Agricultural inquiry, which made an inquiry—I do not call it an investigation, because we did not subpoena a single witness, we did not ask for a single book or paper. We attempted to



HON. SYDNEY ANDERSON  
(Member of Congress)  
Speaker at the Convention.

do what we did by co-operation rather than by coercion.

But as we proceeded in that inquiry it became more and more apparent that this whole economic machine of ours is one complete machine of production, manufacture and distribution; that you cannot disturb any part of this machine without directly affecting every other part of it.

I am going to give you an illustration drawn from the figures which you submitted to the Commission, of how these relations and adjustments between industries sometimes affect one or the other. Your figures showed that in 1913 the farmer got about 97 per cent of the amount which the packers paid to his commission man; that in 1920 the farmer got about 93 or 94 per cent of the amount which you packers paid to the commission man. In the meantime the cost of transportation, yardage, feeding and all of the elements which intervene between the farmer and the consumer increased materially.

#### What the Farmer Got.

In 1913 out of every dollar that the

butcher got for the fresh meat which you sold him, 90 cents went to the farmer; but in 1920 only 67 cents out of every dollar which the consumer paid to the butcher went to the actual producer. In the meantime again all of the elements which enter into the cost of production, transportation and distribution had increased, and every dollar of that increase had a direct influence upon the net proportion of the consumer's dollar received by the actual producer.

I mention this because it develops the relationship between all of these costs of production and distribution, and the effect of an out-of-line condition between the cost of one industry and the cost of another.

Indeed, the more I have studied the whole question of production and distribution, the more I am convinced that in large part the tremendous spread between the producer's and consumer's prices is very largely a direct result of an out-of-line adjustment between industries, and that our problem now is one of restoring the price relationship that formerly existed.

#### Must Get Costs Into Line.

When you stop to think that breakfast involves the gathering of the food supply of the world from the four corners of the earth, and its redistribution, so that the man who lives on Main Street can have the same thing to eat for breakfast as the man who lives on Fifth Avenue, you have some appreciation of the intricate, the delicate and the complex relationships of industry.

When you stop to think that the products of the farm, produced once or twice a year, must be manufactured, stored and redistributed, so that the consumer can purchase them 900 times a year, you have some appreciation of the intricate and delicate relationships in this machine.

I never go to New York but what I am astounded by the tremendous industrial development there, and yet I can appreciate, as of course all of you do, that New York would not exist a single day were it not for the careful and delicate adjustment in this enormous economic structure.

Again, when you realize that 56 per cent of our population resides in the 15 per cent of our territory east of the Mississippi River and north of the Mason and Dixon Line; when you realize that 70 per cent of the agricultural production of the United States is outside of that, you begin to have some appreciation of the relationship and of the importance of transportation and distribution in this tremendously enormous machine.

Again, when you remember that 25 per cent of the population of America live in cities having a population of more than 100,000 people, you begin to realize the importance of transportation and distribution in this economic machine of ours. And yet you can read the school books of this generation from the first word in the primary primer to the last word of Virgil, and you will find not one single word about transportation in them.

#### Must Study Transportation.

You can go to the universities of America and you will find that they are teaching transportation on the basis of the best information they have. Nevertheless, it is on a basis of information which was obsolete many years ago. There is today no agency which is making a careful and impartial, non-political and unbiased inquiry into transportation problems with a view of really determining what the relationship of transportation in all its forms really is to the industry of America.

Transportation is a public function. Its importance lies, not in its importance to the transportation performer, but in its importance to the transportation user. Transportation is the hand-maiden of commerce, and it should operate in the interest of commerce.

But because transportation is a public function, subject to public regulation, the

determining factor of public policy with respect to transportation, is not what the railroad executive thinks, but what John Smith out in Minnesota thinks. The determining factor in the transportation policy of America, whether it relates to railroads, highways or waterways, is public opinion.

You folks know something about public opinion. You have been under fire more than once, and I suppose you know that I have helped to light some of the fires.

I do not remember how many investigations there were of the packing industry, but I suppose 17 or 18, perhaps more of them. I guess I have read every word of testimony that was ever taken about the packing industry, and I learned a good many things that were true and some that were not.

#### Value of Public Opinion.

But you folks at last discovered that you had a definite relation to public opinion, and that the good opinion of the public was worth having, and you started out to get it. I must say that I think you have had very remarkable success. I do not believe that any man who has studied public opinion, who has come in contact with the public, will deny the fact that the public opinion of the packing industry today is infinitely better than it was four or five years ago.

It has not been a matter of chance, however, it has been a matter of your own recognition of the fact that whether the public was entitled to information about your industry or not, it was to your interest to give it; it was to your interest to create, so far as you could, a favorable public opinion with respect to your business.

The point that I am trying to make here this morning is this: That your interest in transportation is no less than your interest in your own business, because without transportation, the great investment in plants which you have made would be as valueless as though they were erected in the middle of the Sahara Desert. You have primarily not a moral but a practical financial interest in the preservation of adequate transportation facilities in this country, and in the development of sound public policy with respect to transportation.

#### Information About Transportation.

I have referred to the fact that hitherto there has been no agency to which the public could turn for sound, impartial and unbiased comment with respect to this great agency of distribution, without which the world could not live a single day. Most of its information has come from sources which were necessarily interested, and perhaps necessarily biased on that account, and the public has been

obliged to choose between conflicting statements sent out by conflicting interests, some of whom at times seemed to believe that it was in their interest to distort those facts in their own favor, or in favor of the position which they have taken.

Some may say, of course, that the Interstate Commerce Commission has all of the information necessary upon which to predicate a sound transportation policy. In the first place, the Interstate Commerce Commission has nothing to do with any form of transportation, except rail transportation. In the second place, while it has wonderful facilities for obtaining comparative statistics, it has no outlet, it has no sales force.

That is the primary difficulty with most of the research organizations of America. They have wonderful means for gathering information, but they have no facilities for getting it out to the people who really need and who really ought to have it.

I have led up to this point because I wanted to introduce to you gentlemen this morning a new institution in which I have been interested for the past year and a half.

Some 18 months or more ago the suggestion was made on the occasion of the National Agricultural Conference that there be established a non-political, non-governmental, impartial agency to make a study of transportation in all its phases, with a view to the formulation of public policy and public opinion with reference to the problem confronting us, in this direction.

Some of us interested ourselves in the problem, and a recommendation for an organization of this kind was made by the Joint Commission of Agricultural Inquiry. Subsequently, a series of meetings were held, as a consequence of which the National Transportation Institute was incorporated under the state of Illinois.

#### National Transportation Institute.

In incorporating this organization, we attempted to recognize the vital interest of industry, agriculture and trade in transportation problems, and our by-laws provide for representation on the directorship of agriculture, manufacturing, mining, forestry, labor, trade, various forms of transportation, so that we have in the organization itself a representation of these various interests in this country, all of whom are interested in the development of adequate transportation facilities, adequate transportation service.

Now, of course, an organization of this kind designed to create sound public opinion, must be itself above reproach; its organization must be such that the public will have confidence in its findings and in its conclusions, and in order that we might

have an impartial, unbiased, non-political organization to make these researches, to arrive at these conclusions, our by-laws provide for the creation of a Research Council, composed of not less than fifteen members, to inquire into transportation and general economic questions.

I may say that this Research Council is in the process of organization now. The corporate organization has been perfected, and a proportion of the directors have been selected. We are anxious that the packing industry should be represented in this organization.

#### Who Bears the Freight Burden?

Perhaps I might digress for a moment to just illustrate some of the things we are undertaking in the way of research. For example, there is a general impression that the products of agriculture bear an undue proportion of the freight burden. Nobody knows today how much of the freight burden is actually borne by agricultural products, because that information has never been obtained, not that it cannot be obtained, but because anybody who has observed these things knows that most of the things that do not get done in this world do not get done because nobody makes it their business to see that they do get done.

We have sought to set up an agency which can ascertain what proportion of the freight burden is actually borne by agricultural products. We have got an index of prices of commodities by groups; we have got an index of individual commodities, but if you were to ask anyone today what the relative composition of the freight cost on wheat was, you could not get an answer, because there is no index of transportation rates, either upon wheat, or upon any other commodity or group of commodities.

We propose to set up such an index today, so that we will know what the relationship between general commodity prices and freight costs is.

This simply illustrates some of the questions that we are seeking answers to. Obviously, in a new organization we have sought to get at things which could be done very quickly.

I have not come here to talk to you gentlemen simply because I liked you and thought you were a lot of good fellows. As I said a few moments ago, I wish your help in this organization, your financial and moral help. We want you to participate with us in the study of these problems, and in the effort to create a sound public opinion with respect to the transportation problem policy, which is just as much to your interest as to ours, and I hope that if some time in your proceedings you should deem it wise to take favorable action upon this that it will take the form of the appointment of a committee.

We like a committee with which we can consult in approaching your industry, with respect to the different problems in the Institute. Mr. Ream, of Chicago, who represents the Institute, is here, and he has doubtless gotten in touch with some of you, but we should like to have action on your part if you will be good enough to take it, if you deem it wise for you to participate with us in this connection.

I have enjoyed tremendously this opportunity of discussing this matter with you. Perhaps I took advantage of the occasion in bringing up this subject, but I feel that it is of such interest, not only to the packing industry but to industry generally that the public should have a better understanding of the work of the economics of this great industrial machine of ours, I felt justified in bringing it to your attention this morning.

CHAIRMAN FELIN: The next speaker is one we often read, but seldom hear, Paul Aldrich, Editor of THE NATIONAL PROVISIONER. (Applause.)



THE VICE-PRESIDENT, THE EDITOR AND THE RETAIL EXPERT  
Jesse M. Dietz, General Manager American Stores Co., Paul I. Aldrich and John J. Felin take a stroll.



## Your Trade Paper

By Paul I. Aldrich, Editor, The National Provisioner.

I see I am down on the program to talk on "The Official Organ of the Industry." THE NATIONAL PROVISIONER appreciates the compliment, and feels that it has a right to the title. But I prefer to talk to you for a few minutes about "Your Trade Paper."

My job has always been that of a reporter, not a speaker. I am supposed to observe, not to instruct. But since I am on the program and can't dodge, I would like to say a few things which are on my mind.

If the Institute has proved any one thing during its existence, it has proved the value of cooperation. The sage of the brokerage fraternity, our good friend, John W. Hall, has a motto with a world of meaning: "You Get What You Give!"

The old idea in the packing business was: "Keep It to Yourself." In the old days, when information was scarce, secrets were jealously guarded. But there are no more secrets in the business, so far as general practice is concerned, and the industry is coming to realize that what helps one, helps all.

### Helping Each Other Pays.

The better your products, the more you sell. "Not how cheap, but how good," is the rule that boosted the sausage business, and it applies to everything else. The more your fellow-packer knows about "good" methods, the better for you. What helps one, helps all, especially when it comes to reputation with the consuming public.

The Institute already has proved the value of cooperation in many ways, and expects to prove it still further. THE NATIONAL PROVISIONER is proud to have had a part in the organization and growth of this association movement. THE NATIONAL PROVISIONER believes it has a place in this scheme of cooperation.

### A Mine of Information.

The legitimate trade paper is the clearing house of information for those in its industry. It is something more than a bill-board for advertisers—necessary as is that function—or a repository of facts and figures. Too many trade papers have been just that, and little more, except perhaps a few personal puffs thrown in for good measure.

The modern trade magazine also tries to do more than give the facts and the news. Someone has said—with some sarcasm and more or less truth—that today people read the newspapers for amusement, the magazines for fiction, and the business papers for facts. A distinguished cabinet officer, known to you all, has said more than once within the hearing of the speaker that he would choose the trade press today in preference to the daily press as a medium through which to reach public opinion.

### Serving the Packing Industry.

He was speaking of business papers representing the great industries of the country in a worthy way, which have grown to a commanding place in their industries through the service they have been able to render. THE NATIONAL PROVISIONER is only a member of the "infant class" in this great journalistic school, as yet. But it hopes to grow, and the measure of its growth will be the service it can give to the meat packing and allied industries, whose organ it is.

If it is to be of service, it must have the cooperation of its readers and of those who should be its readers.

Cooperation is a magic word in the packing industry, since the Institute made it mean something. We have a lot for which to thank the "apostle of coopera-

tion" though some of us may not yet fully realize it.

This cooperation between the trade organ and the industry it represents may be summarized in a rather slangy slogan: "You tell us, and we'll tell the world!" By the world we mean the meat trade world, of course. That is the larger part of our duty. THE NATIONAL PROVISIONER can and does speak for the industry to the outside world, but it is only one of several voices, so long as the Institute has such well-known leaders and such an effective Bureau of Public Relations.

### How All Packers Can Help.

Our big job is to tell it to you, and we can't tell it to you unless you tell it to us. This applies to all features of trade news—markets, business activities, operating practice, merchandizing methods, personal mention—everything of interest and of value which goes on in the industry.

Modern packinghouse practice wasn't built up out of books; it is the product of long experience. Up until recent times it has been carried around in the heads and the vest-pocket notebooks of the men who worked it out. The danger has been that it would remain there and never get any farther. The greatest drag on the meat



PAUL I. ALDRICH  
(Editor THE NATIONAL PROVISIONER)  
Speaker at the Convention.

products industry today is the man who says: "I don't need to read!" He might as well say: "I know it all."

Next to him comes the fellow who says: "I haven't got time to read!" Well, perhaps he hasn't; but later on he may have more time than he needs, when some more progressive chap beats him out. And with the Institute developing its very practical and far-sighted educational plan, there will be plenty of readers in the next generation of packinghouse workers.

### Trade Papers Keep You Posted.

The trade paper, as I said before, should be a clearing house for much of this practical information. You can get theories out of books, and even the fundamentals of practice. But practice changes—in the packinghouse field these days it changes almost over night—and you can't keep up to date unless you exchange information and experiences frequently.

Here is where your trade paper comes in. Don't sit back and wait for someone

else to tell it all. Do your share. "You get what you give!"

What applies to operating practice applies equally to other phases of the business. Most market news can be gathered from recognized available sources, but even here the ready and discerning cooperation of the man in the trade is necessary, if such news is to be worth anything. And it is worthless if it is misleading.

Then there are merchandizing problems in plenty to discuss and work out. It has been said that the weakest end of the packinghouse business today is the merchandizing end, and that the biggest puzzle to solve is "Distribution." You can have discussions and make studies and issue reports—and all these means are good—but your readiest method is the constant exchange of fact and opinion through your trade paper.

### Exchange Personal Information.

There is another important function for a trade paper, no matter how "highbrow" it may try to be, and that is the exchange of personal information. There is a social side to business, and a business value to the social side. Where would this Institute have been today had it not been for the oft-belittled festivities of the old A. M. P. A.? I am bold enough to say that I believe it would still be unborn.

You all like to know where the other fellow is and what he is doing. And it is pleasant that you should—and very often profitable! Now, how are you going to get this information? Most of you are poor correspondents, and you know it. If it wasn't for your trade paper, you might as well be marooned on a desert isle, or shut up within the walls of your own plant or office.

### What Each Packer Can Do.

So you see there are numerous ways in which your trade paper can be useful to you, but in all of them your cooperation is required if they are to be successful.

First, you must read your paper. It isn't at all flattering to the editor—or yourself—to say that you were too busy, or to give some other excuse. Your subscription is appreciated, but you are wasting your money and our time if you don't avail yourself of your trade paper service.

Second, you should help to make it a better trade paper by giving it the benefit of your advice and experience, and especially your criticism. Don't be afraid to find fault. Kind words are pleasant, but not so gratefully received as new ideas, even when the latter are handed in without gloves.

THE NATIONAL PROVISIONER is striving constantly to serve the industry in every way possible. Service is its only excuse for existence. It cannot succeed without your cooperation. Will you give it?

CHAIRMAN FELIN: The paper by Mr. Creigh, which he so generously filed instead of reading, will be printed in the minutes and in THE NATIONAL PROVISIONER. (The paper follows.)

## Legal Status of the Packing Industry

By Thomas Creigh, Chairman Legal Committee.

Since the receipt from your program committee of notice that in their infinite wisdom and discretion they had put me down for a discussion of the legal condition of the packing industry, I have been the subject of many conflicting thoughts and fancies.

Of course, my first impression was to regard it as a considerable compliment that I should again have the opportunity of addressing such a large and influential number of my fellow workers in this great industry which requires so much and gives such constant opportunity for the use of those best things in American life and character. I mean by that, brains from

the human standpoint and courage from the spiritual side.

#### Conflicting Thoughts and Fancies.

Second thought, however, always tempered my enthusiasm over the invitation because I could not help but feel that I had already appeared so many times before you that my story would be considered pretty well threadbare. Then my mind would react again with some confidence when I reached the consideration that although I have been on the firing line, so to speak, for a long number of years among you, nevertheless I have not as yet reached those mature proportions entitling me to become the proud possessor of the silver button.

Youth still has its enthusiasm and ambition and is willing to take a chance. I was reassured finally with the idea that while I had had a long experience in the past, nevertheless I am enough of a youngster in the ranks to still have considerable expectations for the future.

And, therefore, it is from this somewhat middle-of-the-road position that I finally decided that, since only twenty minutes had been allotted to me for the consideration of this very extensive subject, I could temper my enthusiasm with the thought that probably the program committee considered that it would not take much more than twenty minutes to tell you all I know.

After all, it is not so much in the final result a matter of what I have to say, but the important thing is as to what sort of an impression I may be able to leave with you. I console myself with the recollection of an experience in my university days indicating just to what extent a man receives or should receive consideration according to the intellectual merit of what he expresses.

#### Legal Status of Packing

Some of my forbears were theologians and preachers in the long ago days of the Scotch-Irish covenants. You, of course, recall the current beliefs with respect to the destiny of a preacher's son. At all events, perhaps my type of mind has been somewhat shaped by the old divisions of the sermonizer into an introduction, and then a first, second, third and finally.

I have already been provided by the program committee with my text, "The Legal Status of the Packing Industry," and, of course, you will have observed that you have already been through the introductory period of my remarks. That, naturally, brings me to the first, second and thirdly. Then will come the point which will no doubt delight you (and, of course, I shall be equally glad when the moment arrives), and we will enter the period designated "finally."

Anyway in my few remaining minutes, I do want to try to put across a few of the legal conditions as they appear to me, which now affect the industry.

In the first place, where shall we look to find out points of measurement for legal conditions? Shall we investigate only within the books? Or can we give them broader boundaries? Are we to deal with legal conditions merely as words or form, or to consider them as the very essentials of life itself?

I want to consider this matter from a little more comprehensive standpoint than that of an industry composed only of different corporations and individuals who have no other thought than the mere doing day by day of their current business of buying, manufacturing and selling.

Surely you are all in agreement with me that our industry which is so basic, and in which the operations of our immediate firms comprise but a connecting link in the important processes of agricultural production and industrial consumption, is to be regarded by those who are engaged in it as something much above and beyond the stage of machinery, bricks and mortar of formal statutes or the almighty

dollar. We all have opportunities within our occupations for being philosophers and statesmen.

#### Broad Scope of "Legal Status."

Secondly: Many of us, no doubt, in our first consideration of the phrase "legal status" have in mind statutes of legislature or of congress, and the formal rules prescribed for the regulation of our conduct. It is, of course, true that these are a large and important part of our legal condition.

But underlying these, and of far more consequences to us all, are the broader principles both of our written constitution and of our physical, economic and moral law. Consider the weather with its varying influence on the crops; heat and cold with their effect not only upon the condition of our products, but as it influences the appetite of the consumers for whose ultimate use the goods are prepared.

The law of chemistry and of physical science have become our servants, but the law of supply and demand is still the inexorable ruler of our destiny. We fully understand that as regards all these laws, our success depends upon completely understanding them, and perfectly applying them to our processes. We do not ignore them. When we find that the effects of



T. P. BRESLIN  
(Standard Packing Co., Los Angeles, Cal.)  
Director of the Institute.

heat or cold are harmful or an impediment to our operations, we co-operate with mechanical genius and with chemical engineers and finally work out systems of artificial refrigeration and even imitate the weather effects and have regard to the securing of an even and moist temperature in some of our sausage rooms.

My purpose in thus directing your attention to the broader application of the idea of the legal conditions affecting our industry has been largely for the purpose of stimulating your own imagination and of getting your sympathetic attention to my third proposition.

#### Legal Conditions Not Observed.

Thirdly: Our industry, however broad it may be, is fundamentally made up of individuals. The human cogs and wheels are the most essential factor of any industrial machine. Our industry, large as it is, is but one of the great power-producing motors of that greatest of all industrial machines, the American government and republic. Each of us individuals has a responsibility and a part to play, and the net result of the influence of these hundred of million units is a thing which fun-

damentally is the most essential force of all.

The legal condition of our industry depends upon the financial, economic and moral condition of these parts of the whole machine. And many times it seems remarkable as to how little consideration is given to the problem of reaching or understanding these mental or political processes of the individual, or of ascertaining the nature of their conditions, or trying to see whether their thoughts are right.

We take so many things for granted. In this country it is our usual expectation that the ordinary man we meet or have business with, will be reasonably fair, honorable and intelligent in his dealings; that while he will, of course, be looking out as well as he can for the protection of his own interest, he will also be willing to give the other fellow the benefit of the doubt most of the time. We all know that business cannot be conducted without credit, good-will and confidence.

While it is true that these are largely states of mind, nevertheless, it equally is the fact that they flow from an experience of relatively fixed institutions and customs, such as belief in the integrity of contracts and the ability to enforce their terms. Underlying these is a faith in one's government and a willingness to be governed by the application of long-tried governmental principles.

The thing which I am striving to present to you is that instinctively, and most of the time without fundamental thought, we rely upon a set of underlying legal conditions which most of the time are unobserved and, in fact, not thought of by us.

#### Must Study Legal Status.

Many times, it seems to me, we are like the tenants of a skyscraper using the numberless conveniences and facilities which it affords, but without any appreciation of how they are constructed. How many of us when we turn the switch and notice instantly the effect of the electrical current upon our lights, or upon our phonographs, stop to think of all that there is in the way of physical, mechanical, corporate and other law behind the button.

What would we say of the tenants or owner of a skyscraper who would permit small groups of men day by day to file away at the iron beams and pillars of the structure and make little or no complaint or effort to stop them? Thus only a little steel dust would fall out each day. But finally what a catastrophe! And what if the tenants and owners even put these destructionists on their payrolls as the watchmen of their institutions. Do we not find illustrations of this in the public service, both at Washington and in state capitols?

#### What Our Legal Status Is.

What is our real legal status now? How far has the boring in of organized discontent undermined our foundation? Who now has an adequate understanding of what is needed or what repairs to make? Should the Supreme Court be changed? Should more constitutional amendments be adopted? Are our present laws proper ones, and if so, are they well enforced and uniformly obeyed? Are our international affairs in order, and is everything being done to menace the friendship of nations and the welfare of our own?

In our greatest industrial machine, this republic of ours, what are the methods which we adopt if adjustments are to be made or repairs become necessary? Do we adopt those ordinary principles of business management in selecting for the purpose experienced engineers of skill and integrity? If the times are somewhat out of joint, do we recognize that the causes arise from the conditions and frailties of human nature, or do we criticize the machinery which we possess and endeavor to set up new machinery in the fruitless effort to control economic conditions?



It seems to me that instead of dealing intelligently with these fundamentals, a large part of our population is being trained to make attacks upon the machine itself, or assaults upon its very foundation, namely, the Constitution. Are there not evidences of some strong spirits in the land seeking to divide us into groups and sections instead of building up confidence and friendly relationship?

I have already given one illustration using our modern skyscraper as the picture, and it seems to me we can draw a further parable from this. How often do we stop to think (in fact how little do we know) of what power it is which holds together the atoms of dust which comprise our bricks and steel and wood and other materials holding fast our almost imperishable buildings?

Suppose someone should find the secret of this force and the way to negative its powers, so that upon applying it buildings and homes and walls and factories would crumble into dust. Is there not something in humanity as well, where the power of cohesion and of kindred thought and mutual friendly contacts is a highly essential thing to be maintained? And is the effort to negative these things and drive apart the numberless millions of our citizenship a thing which can do anything less than breed disaster for us?

### Three Things to Remember.

And now I come to the "finally" of my remarks, and in the effort to summarize what I have tried thus far to suggest to you, let me say that I think I have indicated three things in connection with our discussion as to the legal status of the packing industry.

First: That the boundaries to be considered in our survey are far and away beyond such relatively small and formal matters as mere statutes, important as those may be.

Second: That not only must we consider such things as human laws, but that we are affected and interested in physical, economic and moral laws and governed by them to a far greater degree than we commonly realize.

Third: That in the endeavor to reach a proper conclusion as to our legal status, we are vitally concerned in an understanding of the attitude, character and knowledge of the individual citizen, especially as it may be put into operation through forms of government.

Of course, it is obvious that within these bounds it would be entirely impossible to more than faintly outline the present legal status of our industry. In fact, I have no doubt, but that most of you have a far better realization of it than myself, so I expect now to simply call to your attention what I think are three of the most important high spots in the present situation which are deserving of more careful study on our part.

### Government Cannot Operate Industry.

There is undoubtedly a considerable belief in this country that the government should bring prosperity to the citizenship, or at least to certain well-organized groups. It is debatable as to how far this idea represents a belief of any considerable majority of our people, but the idea is the very main spring of the activities of our politicians seeking votes.

Now my opinion is that except when it operates within its own legitimate field of good government, reasonable law enforcement and an economical administration, the government neither has any constitutional right to attempt to engage in activities which bring prosperity to various groups, nor does the effort to do so in any particular field do anything more than plant the seed for a harvest of future difficulties.

I should certainly like to hear both sides presented in a debate, as to whether or not the difficulties through which our industry has been passing, as the result not only of war operations but of the efforts

of the government to direct our various functions and those of the agricultural interests, as producers on the one side and of the labor and other consumer interests on the other, is not the greatest factor aside from war itself in the uncertainty, confusion and unsatisfactory results which we have met with.

Much could be said in favor of the proposition that if the government had kept out of our industry and had allowed us to adjust ourselves to conditions under the operations of the unhampered laws of supply and demand, we would probably have been much farther ahead than we are today and would have had much less in the way of difficulties to have gone through than we have thus far met.

I saw an editorial statement in the "Price Current" the other day which far better expresses this idea than any words of mine can do. This article was occasioned by someone's letter to the President advocating his intervention in some important industrial matter.

"The institutions of civil liberty should leave each man to run his career in life in his own way and work out his own salvation; and the President, within the limits of his powers, can only guarantee to each man that whatever he does in the



THOMAS CREIGH  
(Cudahy Packing Co., Chicago, Ill.)  
Chairman Legal Committee.

way of industry, economy, prudence, sound judgment shall redound to his own welfare and shall not be diverted to some one else's benefit.

"It is a corollary that each man shall also bear the penalty of his own vices and his own mistakes, and the President should not be expected to intervene to divert those penalties from any person or any class, since by doing so he may make a bad matter worse. In this way only may he bring prosperity to the people; but the danger of reliance on the Government to bring prosperity is that Government's own vices and its habit to make mistakes are greater than its virtues and its ability to avoid them."

### Don't Change Structure of Government.

There is an avowed element in our public life and in some of our organized political activities which seeks to radically change the structure of our government and whose efforts at the present time are directed to the proposition of restricting the powers of the Supreme Court of the United States to decide upon the constitutionality of legislation. The detail of the plan varies, but it usually is expressed in

terms of popular appeal, that it is not right or proper for five judges (being a majority of the supreme court) to veto the act of any state legislature or of congress.

And then comes the unthinking suggestion that in order to make such a decision it must be necessary for a larger number of judges, sometimes stated as seven and sometimes in turn as eight, to concur in this decision. Of course, the popular appeal is evident, but the practicability of the suggestion is very rarely tested.

In the light of the experience of the ordinary lawyer, in other words, the questions reach the Supreme Court of the United States usually on the basis of decisions made by courts of a lower jurisdiction, and it may easily happen that questions are presented negatively as well as positively. A moment's reflection will show to anyone that a regulation requiring seven or eight judges to concur in an opinion is simply increasing a possible arbitrary view or discretion of the two or the one judge holding a contrary view.

For almost one hundred and fifty years we have been operating successfully on the theory of the majority ruling. This has, of course, been coupled also with the governmental machine made up on the theory of checks and balances. In other words, that in a contest between a citizen and his government over the application of a law there should be a third party of character, integrity and experience to whom appeal should be made and through whom the liberties of the citizen should be protected. This system has been successful thus far and in my judgment, any and all efforts to restrict or modify it should be investigated and combated with the greatest diligence.

It is simply another illustration of the disturber, who is either ignorant of our fundamental principles of government or who seeks to undermine the forces and authority of government itself, engaged in the operation of whittling away at our very foundation.

### Uphold the Supreme Court.

This is not the first time in our history that the court has been under such political attack. Here is the historical and reassuring message which Chief Justice Taft gave us in a recent address, where he spoke memorializing the life of his predecessor, Chief Justice Chase:

"From time to time, by reason of its jurisdiction and a proper exercise of it, the court can not help becoming the stormy petrel of politics. It is the head of the system of Federal Courts established avowedly to avoid the local prejudice which non-residents may encounter in State Courts, a function often likely to ruffle the sensibilities of the communities, the possibility of whose prejudice is thus recognized and avoided.

"More than this, the court's duty to ignore the acts of Congress or of the State legislature, if out of line with the fundamental law of the Nation, inevitably throws it as an obstruction across the path of the then majority who have enacted the invalid legislation. The stronger the majority, and the more intense its partisan feeling, the less likely is it to regard constitutional limitations upon its power, and the more likely is it to enact laws of questionable validity. It is convincing evidence of the sound sense of the American people in the long run, and their love of civil liberty and its constitutional guarantees, that, in spite of hostility thus frequently engendered, the court has lived with its powers unimpaired until the present day."

### Debtor Nations Avoid Paying.

And the third great high spot in our present situation is the huge and complicated situation in which we now find ourselves in our foreign affairs. As the result of war financing we are a creditor nation of various other nations to the ex-

tent of more than eleven billion dollars. These other nations have credits and debts among themselves. They have differing policies as regards how and to what extent the enemy nations shall be made to provide reparations.

There seems to be inextricable confusion and much doubt as to how much has already been paid and to what extent and for what purposes the other nations have secured any of the proceeds. One great nation has honorably provided for the liquidation of its huge indebtedness to us. Other nations are adopting a different policy and it seems are expecting that nothing should be done on this score by them until they in turn receive payments from their enemy debtors.

This is too great a subject for us to decide here. The results which may flow from it are of enormous consequences, not only to us as considered from the standpoint of the fiscal situation of our government, but also as they affect the ability of American business to engage in the export trade, for, of course these settlements including possibly the funding of German and other indebtedness or the extending of financial assistance are of tremendous consequence in world finance.

It is to be regretted that at the present time the American public and business has so little access to the real facts and details of this situation. Public opinion will largely govern in its final adjustment, but no proper adjustment can be arrived at unless it is wise, statesmanlike and founded upon facts so as to make a real settlement satisfactory to all people and entirely workable.

#### Packers Can Aid Respect for Law.

In conclusion, let me make the final suggestion to the packing industry that it, on account of its predominant size in American industry and on account of its basic relation to all of these matters of domestic and international concern, should leave nothing undone to put itself into a position where, as individuals and also in our corporate and business relations, we bend our efforts towards securing a better respect for and compliance with all law and an intelligent effort to have our government and the citizenship return to a normal and well established political and legal condition, making, however, all proper insistence upon the preservation of constitutional liberty.

**CHAIRMAN FELIN:** The convention will now adjourn until 1:30 this afternoon. Please be back promptly.

(Thereupon, the convention adjourned until 1:30 P. M.)

## FOURTH SESSION

Tuesday, Sept. 18, 1923, 1:30 P. M.

Thomas E. Wilson, Chairman Institute Plan Commission, presiding.

**CHAIRMAN WILSON:** Well, gentlemen, I think we will proceed. You will observe from the program that this afternoon is to be devoted to the Plan Commission. It was expected that as Chairman of the Plan Commission I would make a few remarks with reference to the progress that has already been made by the Commission.

As you know, it is just a year ago that the Commission plan was adopted by the convention—in February of this year, it was, that the Commission was put in funds. We were authorized to raise \$150,000, covering a period of three years, and that fund was substantially raised, and the Committee was put in funds some time in February.

No report has been made to you, and you may have thought that very little progress or work had been done. I want to disabuse your minds of that thought, and I think the effect of the program this afternoon will be to demonstrate to you,

here this afternoon, that a very great deal has been done.

A lot of very important work, and a lot of searching work in the different fields outlined by the Plan has been done. There has been a lot of work carefully done by the committees appointed by the Commission at that time, and a lot of really constructive foundation has been laid upon which to proceed.

#### Selection of the Right Men.

The two big problems which we had to consider were with the selection of two men by the committee to take charge of the Department of Practical Research, and the Department of Scientific Research. On the former, after considerable searching, the Committee recommended and employed a gentleman well qualified for that work. I am not going to undertake to give you any outline of his capabilities, because the Committee itself will do so, and you will have an opportunity of judging the gentleman here this afternoon.

On the Scientific Research work we have not been so successful. A number of very prominent scientists have been considered, and none has been employed. In the absence of definite selection, Dr. Moulton has agreed to act in the capacity of chair-



MYRON McMILLAN  
(J. T. McMillan Co., St. Paul, Minn.)  
Director of the Institute.

man, as outlined by the Plan, temporarily. Dr. Moulton, as you know, was employed by the Institute some little time ago in the Nutrition Department, and he is a man of very great ability, who has been very helpful to us in the work of this Committee, so far as we have progressed.

On the educational part of the Plan, very careful and very great progress has been made. I would like to outline it to you, but I will not do so, as it would not be fair to the Committee, which will report on that in full.

In connection with the educational plan, I want to take a little advantage of the Chairman of the Research Department, and announce one or two accomplishments. One in particular is that Mr. Arthur Lowenstein, who as you know is associated with me in my business, has voluntarily appropriated from his own private funds \$2,500 a year, for the period of three years, for the creation of a fellowship, operating under the administration which will be described to you later.

The Committee took advantage of Mr. Lowenstein's offer, and has made some

arrangements with the University of Chicago to apply that fellowship in that great institution.

Mr. Lowenstein has served twenty years in the packing industry and he wanted to take good opportunity to show in this substantial way his appreciation of this great work that the Committee has done. (Applause.)

## What Has Been Done

By Thomas E. Wilson, Chairman, Institute Plan Commission.

It has been slightly less than one year since the Institute Plan was adopted by this organization as its development programme.

We agreed then to raise by volunteer subscription the sum of \$50,000 a year for three years to cover initial surveys and developments. That amount was fully and spontaneously subscribed; and on February 1, 1923, statements of subscriptions due for the first quarter were sent out. In other words, funds have been in hand only about seven months.

When the Institute Plan was adopted unanimously at our last Convention, it was the thought of all of us that the first year might well yield nothing more than the results of surveys, namely: a better understanding of the problems we face in education, in research and in practice, and a more definite programme than the fundamental outline laid down by the Plan. That is the reason commitments were sought for a three-year period. We anticipated a necessity of coming before you at the end of the first year and explaining to you why no definite action had been started.

#### Events Have Confirmed Expectations.

Now, inasmuch as no report has been made of the progress effected, you may be saying to yourselves that our anticipation was confirmed by events.

But I am happy to tell you that such is not the case. Actual, concrete progress has been made. It is true that much surveying of the different fields covered by the Plan has been done and much still needs to be done. It is also true, however, that some of the findings have been translated into very definite advances.

In our educational work, I should say that we are three to five years ahead of any expectations which reasonably could have been held by any of us. Significant negotiations have been carried to a successful conclusion. These negotiations could not be reported to you previously because, in some phases, they were still the subject of conference. Now, they need only your ratification to make the Institute Plan a living thing, functioning for the benefit of this industry, of education as such and of society.

The same thing is true of other aspects of the Plan bearing directly on your actual operations.

Of course, there have been some disappointments; but they have been fewer than one might forecast and have not been complicated by unstudied action or costly mistakes.

#### Finding the Right Men.

The two greatest difficulties faced were finding exactly the right men as Directors of the Bureau of Scientific Research and of the Bureau of Practical Research. The latter problem was solved when Mr. John P. Harris on September 1 became associated with the Institute as Director of the Bureau of Practical Research.

And the former problem was met, although not permanently solved, by the appointment of Dr. C. Robert Moulton as Acting Director of the Bureau of Scientific Research. This last appointment was made on recommendation both of the Committee on Scientific Research and the Committee on Nutrition. The President of the Institute concurred. The matter was presented to him on the understanding that Dr. Moulton would be returned to the Directorship of the Bureau of Nutrition—



a most important post from which his capability could ill be spared—as soon as the Institute Plan Commission, with Dr. Moulton's help, can find an appropriate man to direct the Bureau of Scientific Research.

I may say here that in this search for the right man we have set our standard high and will not lower it. Otherwise, the position could be filled tomorrow. We are determined to obtain a man of outstanding ability and achievement, whose personality is exactly appropriate to the work. The men so far considered for this post have been men of national reputation.

Meanwhile, Dr. Moulton, who recently consented to act as Director pro tem, is carrying the work forward with his usual energy and effectiveness.

You will hear more fully from the various chairmen and their associates, and from the secretary of the Institute Plan Commission, what has been done. After they have concluded, I shall present for your consideration and action the report of the Institute Plan Commission, embodying concisely but substantially the reports and recommendations of the Institute Plan Committees.

#### Where the Plan Stands.

Naturally, I do not wish to anticipate now what the sectional chairmen and their associates and the Secretary of the Institute Plan Commission will present to you. Yet you should be in position to relate what each speaker brings before you not only to the Institute Plan as a whole but to the present status of its several divisions. Here, briefly, is where we find ourselves today:

##### As to ways and means:

The Committee on Ways and Means will give you a satisfactory report. Details need not be presented now.

#### Regarding the New Building.

There are two complications inevitable to this section of the Institute Plan.

One is the psychological element—the question whether an undertaking as pretentious as a building operation would not be criticized at this time, when the industry is just recovering from a long period of reverses. I personally do not believe such criticism would have any justification in fact or that the erection now of a central, distinctive home for our industry need lay any hardship on the membership.

With the exercise of proper resourcefulness and careful planning, it should be possible to begin a suitable structure without placing any real burden on the members. Yet there is a possibility of criticism on the grounds just stated.

The other complication is the fact that the Plan Committees, while they are forging ahead very rapidly on their programmes, still have new developments in prospect. The bearing which this circumstance has for the Committee on Building Plans will no doubt be explained to you by the Chairman of that Committee. He also will tell you of the various types of proposals which have been made to the Committee and which are being considered by it.

#### The Matter of a Charter.

The Committee on Charter will make definite suggestions when and if the developments of the Institute Plan take directions requiring a change in our existing charter. Until that time, the Committee probably will not be overburdened. Meanwhile it is studying the developments in the Plan carefully and their bearing on charter requirements.

#### Practical Research.

A Director of the Bureau of Practical Research, Mr. Harris has been appointed and is on the job. He and representatives of the appropriate committee will tell you what has been done and what is being done. You may be sure the work will go forward rapidly along lines directly related to your practical problems.

#### Scientific Research.

The Committee on Scientific Research and the Acting Director of the Bureau of

Scientific Research will have definite progress to report to you. They have negotiated with certain institutions of national prominence, and those institutions have agreed to undertake investigations having an important bearing on packinghouse processes and likely to yield very valuable results—results which can be translated into monetary terms—to every member company of the Institute.

I must now digress a little and must anticipate to a degree the report of the Committee on Scientific Research. The Chairman of that Committee is Mr. Arthur Lowenstein. As you may know, he is associated with me in a business way. But I can not permit that fact to prevent me from stating here that Mr. Lowenstein has done a very generous and helpful thing for the packing industry.

#### Mr. Lowenstein's Aid to Research.

At a recent meeting of the Committee on Scientific Research Mr. Lowenstein stated that, if it was entirely in order, he would be glad to donate a maximum sum of \$2,500 a year for three years (or a total of \$7,500) to establish a fellowship on some scientific subject to be selected by the committee. The only stipulation was that it should be connected with the problems of the packing industry.



THOMAS E. WILSON  
(Wilson and Company, Chicago, Ill.)  
Chairman of the Institute Plan Commission.

This offer by Mr. Lowenstein was made without previous knowledge of it by any of his associates. He is just completing the twentieth year of his association with the packing industry in its scientific and executive aspects; and he felt that he would like to make some contribution of this particular kind to it.

Mr. Lowenstein's generous proposal was accepted immediately by a resolution of the committee which also provided that the foundation be known as the Arthur Lowenstein Research Fellowship.

The subject of the fellowship and its placement are matters which will be stated to you by a representative of the Committee on Scientific Research. Meanwhile, I could not refrain from telling you of the circumstances surrounding this fellowship, which, in my judgment, should be a stimulating example to the rest of us. The results of this fellowship are sure to be of direct benefit to every packing company, as you will agree when its subject is announced.

#### Educational Sections of the Institute Plan.

Now, as to the present status of the educational sections of the Institute Plan:

Here, as I have asserted before, we are several years ahead of our anticipations. Only your ratification is needed to launch as a going concern an Institute of Meat Packing, established and conducted by the Institute of American Meat Packers and one of the greatest universities in the world in co-operation. If you vote "Aye" on proposals to be submitted at the end of this session, you will thereby bring into immediate existence—not five years from now, or next year, or even next month, but immediately—an institution which will be associated with a great university and which within two weeks will be offering to classes from packinghouses instruction formulated by the best minds within this industry, aided by professional teachers; which within a few months will be offering correspondence courses in the same subjects to men in the industry; which, with little delay, will be carrying on research of great value to our industry; and which within twelve months will be offering a four-year college course designed especially for young men intending to enter the packing industry.

In other words, among other accomplishments effected under the Institute Plan is the creation of a well-founded institute of meat packing, which, if you approve, will begin one phase of its work without delay.

Now, gentlemen, I have summarized very generally the status of the Institute Plan today. The Secretary of the Institute Plan Commission will give you a little more of details, and the Chairmen of the Plan Committees and their associates will tell you specifically what has been done, what is being done and what will be done. These Chairmen will mention names and exact facts which I have mentioned only in a general way so that I might not anticipate their reports.

But from what already has been said, I am sure you will agree that much sound progress has been made. This has been made possible by your patience and your support.

In return, we have tried to serve you faithfully and effectively. The best measure of our efforts is what these efforts have accomplished. In the remainder of this session, we shall present the results to you and await your appraisal.

#### REPORT OF THE SECRETARY.

MR. WOODS: It is the task and the pleasure I am sure, of the Plan Commission, especially of your Chairman, to lend his aid in executing the work in this Department, in co-operation with the Institute, in considering the plans and policies adopted and recommended by this Commission.

I have had the privilege of talking since I have been here with the Chairmen of the Committees, with the Chairman of the Commission, and have been taken into their confidence, and I know that the program which has been arranged will cover very fully every phase of the work done in connection with the Institute, both by the Commission, by the Committees, by the Secretary of the Plan Commission, and the Bureaus of the Institute. Consequently this arrangement makes both possible and advisable a very, very brief report from me.

#### The Author of the Plan.

The only thing in fact which I should like to do, if I may do so, is to say something which I am sure Mr. Wilson was prevented from saying, by considerations which would not govern me, and that is to remind you that this Plan was launched in October, 1922, and adopted at that time; that previously it had been advanced for the first time by Mr. Wilson in February of that year; that in the previous year the meat packing industry of this country, represented by the Institute, had suffered a net loss of perhaps \$100,000,000, so that it

seemed to be quite an undertaking when the Chairman of the Institute Plan Commission advised the raising of \$50,000 a year in addition to the going funds of the Institute, in the face of an industrial situation of that kind.

And I for one have nothing but admiration for the courage which was required to bring forth such a Plan at such a time, and I will quote the language in which Mr. Wilson discussed this same point at the time he proposed the Plan:

"In other words, past and present experience should guide, but present conditions should not limit an industry-plan. Nor, since a plan itself is not costly, should adversity, present or recent, influence the blueprinting of an industry's future, nor justify the draughtsman in delaying his task? As in the case of municipalities, so an industry, a catastrophic condition may even occasion the adoption of a plan for growth."

At that time, in spite of the thought about the plan so effectively expressed by the Chairman of the Institute Plan Commission, a friend of mine and a well-wisher of the Institute, whom I count close to me, came to me, and speaking of this \$50,000 a year proposal, he said: "There goes the Institute."

Gentlemen, the quotas were hardly in the mail until the subscriptions were returned. It was almost instantaneous. And events have amply justified the courage of the proposer of the Institute Plan, and I think when you hear the reports of these chairmen of these committees this afternoon, that you will agree with me we can say: "Here comes the Institute." (Applause.)

**CHAIRMAN WILSON:** Mr. G. F. Swift, Chairman of Committee on Building Plan. We would like to have his report to the Convention on the accomplishments of his Committee. Mr. Swift, I guess, is not present.

**MR. HEINEMANN:** Mr. President, as Vice-Chairman of that Committee, with your permission I will read this report.

### Some Interesting Possibilities

By G. F. Swift, Chairman, Committee on Building Plan, Institute Plan Commission.

The subject assigned to the Chairman of the Committee on Building Plan is "Some Interesting Possibilities." My talk will be in the nature of a report.

In regard to a building, the Institute Plan, which was adopted unanimously last October as a development program for the meat packing industry, said in part:

"The industry lacks a central, distinctive home.

"The official organization of the largest industry in America can hardly live up to its ultimate opportunities as long as it is housed in rented space; space, moreover, which is of small dimensions in a building shared with heterogeneous tenantry. As long as this condition continues, the industry will not feel as freely and emphatically as it should that in the Institute it has a central permanent home of its own."

Those words were written when the Institute was situated at 22 West Monroe Street, but they are also applicable, in great part, to the present quarters at 509 South Wabash Avenue, Chicago.

#### Need of a Building.

In regard to the use of a building, the Institute Plan said of the organization which we all agreed should be developed:

"As an industrial museum, it should provide space for permanent exhibits of models showing modern packinghouse operations, specimens and processes; and it should rent out space for exhibits of materials of industrial value, and for a permanent exhibit of packinghouse machinery and supplies—a sort of scientific museum and centralized market place, a gigantic permanent show window, conveniently located (being at Chicago), where packers from all parts of the country may come

and view samples before making purchases and installations."

At the last meeting of the Institute Plan Commission, October 10, 1922, the Chairman, in a report subsequently adopted by the Commission and the Convention, referred to the status of the building plans in the following words:

"The Committee on Building Plans and the Committee on Charter, Institute Plan Commission, have made no definite reports, since their recommendations must necessarily await the recommendations of the other committees. Only when these are in hand is it possible for the Committee on Building Plans and the Committee on Charter to advise us intelligently in regard to their provinces."

Those observations still apply, in great measure, to the Committee on Building Plans. Definite accomplishments have been registered by other Committees of the Institute Plan Commission. But it is still too early to know what space the educational work will require at Institute headquarters. Moreover, we understand that, while the Committee on Scientific Research has discussed with some favor the idea of placing the central laboratory in the Institute building when one is erected,



G. F. SWIFT, JR.  
(Swift and Company, Chicago)  
Director and Chairman Committee on Public Relations  
and Institute Building Plan.

it has come to no definite conclusion on this point.

#### Plans Suggested.

All of these considerations make it wise to offer no definite recommendations at this time for beginning building operations. A number of interesting possibilities, however, have been suggested. These suggestions have been considered by the Committee and may well be presented here.

One was a proposal that the Institute rent space within the Union Stock Yards. A member company offered to rent such space to the Institute in a handsome building on very generous terms. This company was willing to rent to the Institute as much or as little space as might be desired and to name the entire structure the Institute of American Meat Packers Building.

Uncertainty concerning the amount of space required in the next two years, an existing lease and the fact that the development plan adopted by the Institute contemplated ownership rather than rental, made it impracticable to accept the proposal, which, as stated, was very liberal in its terms.

Another proposal was that the Institute might buy, out of its rent, and convert to its use a residence on some street like Grand Boulevard, Drexel Boulevard or Prairie Avenue. Some of the mansions on such streets have been converted to

business use by other trade associations.

It seemed to be the opinion of the Committee, however, that the Institute building should be near the Stock Yards. Three reasons advanced were that the students in the day courses would find such a situation advantageous, that the research director would find it advantageous, and that members from out of town would find it more convenient than a location on a residence street.

#### Bonds for a Building.

A third proposal was that the Institute erect a building by floating an issue of bonds to the extent of \$250,000. It was proposed that these bonds be in \$1,000 denomination; that they bear interest at the rate of five or six per cent; that they have a very long maturity date; that they be sold to the membership at par, and that they be repaid from rent.

Under this plan the Institute would erect a building larger than its own needs required and would rent out space to other tenants. The net earnings from the rent paid by these tenants (and by the Institute to itself) would be used to retire the bonds. It is thought that it might be possible to obtain tenants in advance from occupations allied with meat packing, by renting from a blue print. Then the size of the building would be limited to the space for which advance contracts had been made.

It is said that very large buildings in other trade fields have been financed somewhat in the manner described above; and some members of the Committee believe such a plan is immediately practicable.

On the whole, however, it seems advisable to delay definite plans on building operations until the other Committees of the Institute Plan Commission have developed their plans a little further. Meanwhile, additional examination will be made of the possibilities.

**CHAIRMAN WILSON:** The Committee on Practical Research will discuss with us for a while the problems and progress of that Committee. Mr. A. W. Cushman, of the Allied Packers, Inc., being Chairman of that Committee, I am going to ask him to introduce the gentlemen of that Committee, who will speak to us. Mr. Cushman, will you come up and take charge of the meeting while your committee is discussing their problems.

### A Definite Program

By A. W. Cushman, Chairman, Committee on Practical Research.

Most successful programs are the natural results of exhaustive experimental work and study, and to force a definite program upon your "new-born" Practical Research Committee at this juncture might be a great misfortune. So I believe any plan must be considered tentative at this time.

While the Research Committee was organized about a year ago, I feel justified in calling it "new-born" in comparing its life with the many years' practical research work carried on solely by individual companies behind closed doors, and we must proceed with great caution lest we offend, and the proposed work meet a premature death.

#### Private Rights Must Be Respected.

Few divisions of the Institute Plan need be so particular about its relations with member companies, for its value depends very largely upon cooperation. If the Research Division at any time acts through a selfish motive, cooperation will be lost.

Many private investigations will be carried on as in the past, and the Research Division must place a high value upon private investigation and guard against violating any trust by conducting similar investigations unless called upon to do so. In other words, to be satisfied to treat only such subjects as can be considered as general problems of development, until the industry has full confidence in the purposes of the division.

I have heard it argued that a research



department operated by the Institute would tend to stifle individual initiative; and there is, unquestionably, some merit in this argument if false pride and jealousy are permitted to run unchecked. But on the contrary if men of broad vision are selected to direct the work, they will promote the capitalization of ideas and give encouragement to the man who thinks.

Unfortunately, many thinkers along practical lines have had their ambitions blasted too early by someone who, through sheer defense of his own ignorance, or perhaps jealousy, has branded him a dreamer, and made him feel unworthy of serious consideration, thereby unconsciously retarding the development of packing-house practice.

Consequently, every thought along practical lines must be considered of sufficient importance to receive courteous consideration.

#### To Be Kept in Mind.

In order to get the greatest benefits from collective research, we must see to it that the Research Division gains the full confidence and cooperation of the member companies through diplomatic action, and by stimulating individual thought through generous counsel when sympathy is otherwise lacking.

It is obvious that the danger of treading upon the toes of some sensitive member is uppermost in my mind, and I hope it will be ever present in the minds of others, in order that the gap between private and collective investigation may be gradually shortened. And we beg you to bear with us in this delicate operation.

#### Packinghouse Engineering.

There are departments in the industry which can be explored at once. Packinghouse engineering, for instance, is founded upon principles known to the engineering profession at large. There can be no offense at the start in conducting exhaustive experimental work in the engineering field, as it is applied to meat packing plants.

As one visits the packing plants all over the country, he sees nearly every type of mechanical equipment and building construction. Much of it is experimental, to be sure, yet your Committee, with the able engineering talent available, can draw a straight line to the acceptance or rejection of most of the equipment and types of construction in use today. If definite recommendations cannot be made then, at least complete data relating to good and bad principles can be compiled for ready reference.

Many other departments have problems common to all which can be tackled almost immediately, or as soon as it is learned that no member company is nearing a solution through its own private investigation.

Manufacturers of mechanical equipment will be invited to submit their propositions to the Research Department, it being understood, of course, that the members of the Institute are requested to submit all their problems requiring practical investigation.

#### Method to Be Followed.

As soon as the Director of Practical Research has put his house in order, a list of practical questions and problems worthy of investigation will be compiled by the Committee. This list, together with a questionnaire, will be submitted to the Institute membership at large.

Those subjects which we find are being investigated privately will be sorted out and filed, together with whatever notations seem necessary; the balance, with suggestions made by the membership at large, will form an active list and be filed in the order of importance as valued by the Research Committee. One by one the subjects on the active list will receive the treatment considered necessary, and as soon as a conclusion is reached a history of the transaction will be written and published for the benefit of Institute members.

This plan will give every member of the

Institute an opportunity to approve or object to the subjects suggested by the Committee.

#### How Work Will Be Done.

As soon as a subject selected for investigation has been classified, and the line of procedure drawn, some member of the Committee will be requested to follow it through to a conclusion; an engineer delegated to a mechanical problem, and an



ARTHUR CUSHMAN  
(Allied Packers, Inc., Chicago)  
Chairman Committee on Packinghouse Practice and Practical Research.

other subject turned over to some member who has done original work on that subject, or is otherwise fitted to handle the job. In this manner the burden to any member of the Committee will not be great and a fair division of responsibility will make possible the accomplishment of a large amount of valuable work.

As we believe that the success or failure of practical research through a department of the Institute will depend more upon the interest taken in it by Institute members than any other factor, we crave your support.



MYRICK D. HARDING  
(Armour and Company, Chicago)  
Vice-Chairman Committee on Practical Research.

MR. CUSHMAN: Mr. Myrick D. Harding, my colleague and sub-chairman of the Committee on Practical Research, has been assigned the topic "An Opinion of It." Mr. Harding. (Applause.)

## An Opinion of It

By Myrick D. Harding, Vice-Chairman, Committee on Practical Research.

Mr. Chairman, Members of the Institute of American Meat Packers:

This Committee on Practical Research last year had a great many meetings in order to determine first, what plan they were going to submit today, and second, what recommendations they were going to make as to putting the plan into operation.

We all know—the operating men and many of the owners of the packinghouses—that in a great many of our departments we are still very primitive. You take a department like the hide department; we have changed but little in the last 25 or 30 years in our method of operating. Take the oleo department; we are handling the oleo department just the same as we did when it was first started. The same is practically true in the cured meat department.

We feel that the principal reason that we have not made greater progress in many of these departments is due to the fact that the operating heads in the packing business are so engrossed in details that they do not have time to concentrate on particular subjects that are involved and work them out to a successful conclusion. We know from practical experience that part of it is probably due to the fact that a great many people have the idea that the fundamental methods that were there when we began were correct, and we start out from that basis.

#### Many Operations Fundamentally Wrong.

My experience has proven that the fundamentals of many of our operations are wrong, yet the new men that come into the business come in on the same basis, with the same ideas. They come in feeling that the methods that are in use are correct, and that they should begin on those and just gradually improve somewhat upon them.

I believe that when a young man comes into the business, he should begin to look at this thing from a different angle entirely. If we could take the brains that are in the packing business today, and instead of carrying out some of our old processes and our old methods, turn to some new method, we would make real progress.

We have found out and we know that in some departments like the curing, instead of keeping meat for twenty days before we put it in cure, we can put it in cure the same day it comes from the carcass.

Probably in the oleo department there has not been any particular radical change in our method of manufacturing oleo oil since the first oleo oil was manufactured in America.

#### Train the Young Men.

We feel that to make this plan a success, that we should take these young men, whether they are young men working in our ranks, or young men trying to take up courses, either the correspondence course or the home course, and offer them some sort of an incentive to produce something unusual in the packing business. In other words, some sort of a prize, whereby at the end of the year the man who has done more or the man who has accomplished the greatest good for the benefit of the industry, shall receive some kind of a reward.

The Committee has talked to a great many of the young men in the industry, and we feel from our talks that that would be one of the best possible methods to induce these young men to concentrate their minds on revolutionizing and changing the business.

Other institutes do it. The steel institute, and several institutes of this kind, do the same thing. While we have not our program mapped out yet, we intend to

come forward with some sort of a plan whereby we can concentrate, or have the minds of those who have the time concentrate on new developments.

#### Packing Methods Are Changing.

The packing business is changing, as you all know, very rapidly. There has been more progress in the packing business in the last five years than there was in the previous ten. But if we are going to keep abreast of the times, we have got to search for and seek new methods.

We should do something that would reduce labor costs. Our business has too large a percentage of manual labor. We have not gone as far ahead in developing machines, we have not gone as far in the development of economical methods as other industries.

We still have too many people between the handles of a two-wheel truck, and our thought is in the Research Committee that we will bend our energies and bend our thoughts and do all we can to train these young men that come into the industry to encourage their ambition, to develop something new. Our committee is working on that theory now, and both Mr. Cushman and myself, and every other man practically that is on the committee, feels that if we do that we will have accomplished a great deal.

Mr. Harris, who is going to follow me, will tell you what we are doing about it.

MR. CUSHMAN: "What we are doing about it" will be discussed by our Director of Practical Research, Mr. Harris. He is a student who possesses a well-rounded knowledge of packinghouse practices. Mr. John P. Harris.

#### What We Are Doing About It

By John P. Harris, Director, Bureau of Practical Research.

Members of the Institute of American Meat Packers:

Gentlemen: Your bureau of Practical



JOHN P. HARRIS  
(Director Bureau of Practical Research)  
Speaker at the Convention.

Research has already started a definite program covering the following points:

First, we are preparing the questionnaire, so fully described by Mr. Cushman, and this will be distributed among the members immediately. We want to urge your conscientious co-operation in regard to this questionnaire, as the only way that we can hope to serve you as we ought is by securing a free and frank expression of your opinion as to the most important

problems to be solved, and we want your reasons for thinking so, and we want you to send us all of the information available to you upon those subjects, so that we can push our investigations forward without delay.

Second, we are co-ordinating and correlating all of the information secured by the Committees on Practical Research and Packinghouse Practice. There is a vast accumulation of data available, testifying to the untiring effort and energy of the very busy gentlemen comprising these committees. We are making ready to use all of this information to avoid duplication, so that in forwarding our future research we may simply take this up where the committee left off and carry it through to completion.

Third, we are solving the practical plant problems submitted by the members. Within the past two weeks we have taken care of seven different problems, covering a wide range of subject matter. This is a very definite part of the program of Practical Research and we earnestly invite all of the members to submit their problems.

We also want to urge you to give us the fullest possible information right from the start, and we want you to keep us constantly advised, so that we can follow up the problem and know whether or not your troubles have been definitely remedied. Only by following these things to completion can we render the true service of which we are capable.

Fourth, we are gathering together all of the information available covering packinghouse machinery and equipment and trade methods. Also we have added a draughting department. We are adapting and classifying all of this information, so that it will be available to all of the members, whenever they contemplate any changes or improvements in construction or operations.

And, fifth, we are arranging practical co-operation with allied trade societies bearing upon their use of packinghouse products. It must be immediately apparent to you that in serving your customers in this way, you confer inestimable benefits to yourselves.

And, finally, we want you to take home with you the thought that your Bureau of Practical Research should be your clearing house, through which should flow all of the practical operating ideas of the industry, to be co-ordinated and adapted by your Bureau.

If you will give us your whole-hearted, unrestrained co-operation, we can promise you great achievements. Without that co-operation we can accomplish little.

#### What Has Been Accomplished in Education

By Oscar G. Mayer, Chairman, Committee On Educational Plans.

CHAIRMAN WILSON: Gentlemen, the Committee on Education has been aided by the enthusiastic work of the gentleman whom I am going to call on next, Mr. Oscar G. Mayer. I am going to ask him to come up and take charge of this discussion, and introduce those who will speak. He has done a great deal for us along that line, and I am sure we will all be glad to hear what he has to say.

CHAIRMAN MAYER: I thank Mr. Wilson for his kind remarks, but I am very glad to report on the magnificent work and the wonderful co-operation which your chairman has given to our Committee. I want to acknowledge the assistance from this Chairman and the members of his Committee. If it had not been for their most enthusiastic co-operation, what has been accomplished never could have been done. It has been only accomplished by our working together in a body.

Even the Greeks long before the days of the Christian era realized that knowledge is power, and it was one of the domi-

nating proverbs and principles of that nation, and probably was at the bottom of their great development.

#### Knowledge Is Power.

That industries have commenced to realize that knowledge is power is evidenced in our program of education along general lines. But education along the line of the industries where there is need for specific knowledge has only recently commenced to develop. The industries have been very slow to realize that knowledge along a particular line, acquired in a systematic manner, is perhaps helpful in a particular industry, and the packers have not been the first to realize it either.

Our system up to now has been the "trial and error method," by which we



OSCAR G. MAYER  
(Oscar Mayer & Co., Chicago, Ill.)  
Director and Chairman Committee on Local Deliveries  
and Institute Educational Plans.

have paid tremendous tuition fees in the way of loss for education in the form of experience, and we have worked out everything step by step for ourselves, until finally the proof was brought out in each specific instance, and that is the procedure that has been followed in many hundreds of packinghouses in this country.

When an industry becomes articulated—when it realizes that there are in every industry certain principles which are definite and which can be determined in advance, and which do not involve the surrender of any proposed secrets in any particular plant—and proceeds to put that information which can be definitely applied and determined into the form of education, then that industry is become truly worthy of the name.

I hope that in the future every great industry will have attached to it some educational principles, some course which will not only educate and give an idea of the work in that business, but will in fact clothe the industry with that dignity which it could not otherwise have, and which many industries have not as yet acquired.

#### First Lecture Course.

The lecture course last winter—to use the expression of one of our committee—crystallized things for us, but it was just a start. It did, though, show us things that we could develop profitably, and that we could work out in such a way as to be of value. That lecture course, outside of the fun that there was in seeing all that magnificent crowd, was also essential and of value to us in providing material for our future deliberations, and brought out a great many very interesting specific facts.

It has been the basis for the courses which we expect will work out. It has



brought out the fact that there is a type of economics in our business which is not within the range of the knowledge of the average students of economics.

It has not had the publicity or the attention that it should, but an educational program such as we are contemplating will perhaps bring out points which will be listened to very attentively, not only by our industry, but also by the great range of economists and thinkers throughout the world, by calling their attention to the fact that this industry does operate at a cost and under risks and handicaps that are not present in those industries which operate on the basis of building up their material into a definite product, commencing with the raw material and ending with some tangible finished product, the costs of which can more easily be ascertained.

#### Have a Real Cost Problem.

It is very necessary that we should teach not only ourselves, but the public as well, that we have a real red-blooded cost problem, and one which is difficult to solve.

Furthermore, in our educational work, the practical men in this industry are giving their support to it. They have not only O.K.'d it, but they are also doing comprehensive work in the courses which will be of value all the way through.

In its work, the Committee was very careful to avoid mistakes; that is, things which might be considered by the members of the Institute as being too theoretical, and we hope that a perusal of our circulars will assure you that we have tried to figure out a course for this business which will be very practical.

The Committee had the great good fortune to tie up with one of the greatest educational institutions in the United States, the University of Chicago, which is so fortunately situated right at the hub of the packing industry, where cooperation and contact will be very close. I want to call your attention to the fact that these are full-fledged university courses, giving credit in university work. I am sure that will be gratifying to the Institute membership, as well as to the members of the committee.

#### Three Phases of Educational Work.

There are three phases in our educational work in the program on which we are working.

The first phase is the night course outlined in our bulletin, and that will begin in October.

The second phase is the correspondence course, which will begin as soon as the material from the night work can be collected and collated.

And as soon as this year's experience is over—that is, by the fall of 1924—the Committee hopes to be ready with a collegiate day course for those intending to enter the industry.

Now I desire to call upon our most able and efficient director in the department of industrial education, Mr. Willard E. Hotchkiss, who is to discuss the four-year college course for men intending to enter the industry.

### The Four Year College Course

By W. E. Hotchkiss, Director, Bureau of Industrial Education.

MR. HOTCHKISS: Mr. Chairman and gentlemen of the Institute, you will pardon me if I devote just a moment to some general phases of this educational plan before I address myself more particularly to the four-year course.

Some time in December, I think it was, I found myself on the train with a member of the Educational Committee who was talking about some things that the Institute had already done and some of the things that it hoped to do. He suggested that in order to avoid getting off on the wrong foot it might be necessary to make a survey of the whole educational project. A few weeks later I entered into definite

conversations with the Committee on Educational Plans, as the result of which, as you know, I later became Director of the Bureau of Industrial Education.

#### Putting On the Brakes.

Let me make it perfectly clear at the outset that full credit for the achievement represented by the bulletins placed in your hands today should be given to the Committee on Educational Plans rather than to the Bureau of Industrial Education.

Before taking up my work with the Bureau, I went carefully over all the literature of the Institute Plan Commission. It struck me as being the most forward looking project of its kind that I had ever seen, but I had no idea of the amount of progress that had already been made in thinking it through. I have found it necessary, in fact, to prod myself in order to keep up with the Committee in working out the concrete plans for the courses to be immediately undertaken. In other words, I have perhaps been stepping on the brakes rather more than on the accelerator.

The plan adopted by the Committee has been to tie up our whole educational enterprise in one bundle and to work out a



DR. W. E. HOTCHKISS  
(Director Bureau of Industrial Education.)  
Speaker at the Convention.

coöperative arrangement with the University covering all the phases of the plan. While this has involved making considerable commitments on both sides, a careful survey of the advantages of such a plan, as well as the progress already made, have confirmed the wisdom of this policy.

#### Encouraging the Workers.

The night course will take care of employees in Chicago, the correspondence course those outside of Chicago. The day course will give young men who are looking forward to entering the packing industry, both in Chicago and elsewhere, opportunity to study in Chicago, where the facilities for such study are probably greatest. The research phases, upon which the research committees are reporting more particularly, will serve the whole industry, both through its direct results and through its contribution to educational plans.

#### What the Educational Plan Should Do for Packers.

There are several things that the Institute of Meat Packing as described in the attached bulletin will do for members of the Institute of American Meat Packers. You want to get the best service and the best thought possible from persons now in your employ. It is quite certain that you have some employees who will be stimulated to more rapid development by this

opportunity for systematic study than they would without it. Some of your men are of a kind who will just naturally come to the top whatever their opportunity, but they, too, will grow faster, think straighter and serve you better with the help of the trained teachers and practical men of experience who will aid them through the evening and correspondence courses of the Institute of Meat Packing.

#### Service of the Day Course.

You are also interested in getting the best type of men into your employ in the future. In the nature of things you are going to have an increasingly large number of college men. This is true both because larger and larger numbers are going to college, and because the work of the Institute of American Meat Packers and the public attention it will command will tend to attract to the industry college men of the type who in the past have been kept away by the less favorable publicity the industry has had.

In the third place, your problems—both your scientific and engineering problems and your business problems—are coming more and more to demand a power of accurate, comprehensive, scientific analysis, the foundation of which is laid in systematic study.

Offering four-year university courses in Meat Packing means that men who are going to college will get the all-around education they would if they took any other four-year course, and at the same time they will do their specializing and direct their thought and ambition throughout the courses to the problems and opportunities of this industry.

While much of the study of these men will be of a general educational nature, they will from the start maintain an identity in the University and will naturally think of themselves as a group whose aims and ambitions lie chiefly in this one field. If education is worth anything at all, the value of feeding such a body of employees into your firms must be large. It must also be of great value to have them come with their enthusiasm and trained thought well settled into packing channels.

#### Phases of Industry.

Industry in this country has passed through two distinct phases and is now well into a third. The first was the pioneer phase, upon which I do not need to enlarge. The second we may call the engineering phase, in which the engineer and the man of science made their contributions. We are well aware of the great part that science and engineering have played in the development of the packing industry.

For want of a better name I shall call the industrial situation in which we find ourselves today the intensive management phase. Through intensive management we are trying to preserve the strong qualities, the courage and vision of the pioneer, the technical and analytical powers of the engineer and the man of science, and at the same time to tie up all these powers into one management bundle, in which the economic and public factors in the industry will be included.

Public opinion is going to be at least one of the factors to determine the extent to which the packing industry is a success. Nothing is better calculated to promote wholesome public opinion than the kind of taking account of stock implied in a definite educational program of the sort laid before you today.

#### Education Tells Packer Service.

If education does not help to produce in the packing industry the kind of power required to enable the industry to advance under these conditions of intensive management, there must be something the matter with education. Moreover, nothing will be better calculated to keep before the public the service the packing industry is rendering, in such a way as to promote a just estimate of that service.

Whatever faults there may be in education and in industry will, in my judgment, be best corrected by trying to hitch the two together. Contact and the service together in thinking problems through to the end will be of mutual benefit.

While speaking of the need of educated men in the future, I am well aware that the industry has educated men today. Three papers were presented here yesterday afternoon that so clearly were the work of educated men that I want to mention them particularly. When men in an industry can take stock of its methods of doing business, and consider the wisdom of its buying, as was done in Mr. White's paper, the economy of its operation as was done by Mr. Moog, and the effectiveness of its selling as presented by Mr. Hawkinson, I submit that the industry is enjoying the service of educated men.

I do not wish by mentioning these papers to disparage the rest of a uniformly excellent program, but such systematic, comprehensive and cogent analysis of problems as was contained in those three papers is too good an example of the kind of training the industry needs, to pass over in discussing educational plans.

The purpose of the Institute of Meat Packing is not necessarily to give you better men than you have in the industry today, but it should if successful promote a wider availability of such men and it should develop them with less loss of energy. Because men have become educated in the past without the kind of training here proposed is no reason why we may wisely or economically dispense with such training in the future.

#### A Broad Education.

The courses of the Institute of Meat Packing will not be narrow. Institute students are going to take for the first time two or three years much the same course as that taken by the men who are preparing to be bankers, railroad men and merchants of various sorts. We want them to feel, however, that they are identified with a great educational institution in a course looking forward to service in the packing industry. A body of men who come to the industry with such a background will be of tremendous value in building up the industry of the future.

The fact that these men are in a course offered by the Institute of Meat Packing means that when they are studying English or Mathematics or Science or History, they will be made to feel that they are getting something of importance to their future work.

The great reason why education is not as practical as it should be today is not that there is too much of Classics or Ancient History or Mathematics studied in our schools, but that these subjects and other subjects are presented in such a way that the student fails to realize that they have anything to do with actual life. Students think they are merely getting something ornamental, which they are frequently inclined to regard as lumber.

There are, as a matter of fact, however, very many things in the history of the world which are of great interest and value in the packing industry. If this were not so we should not be justified in including in the courses given by the Institute of Meat Packing the subjects of general educational value which we propose to offer as the foundation for the student's later specialized study. We believe that every subject offered in any of the courses is important and we ask your active support of the courses as a whole.

There are several very specific things which we want you to do in bringing to the attention of your employees the evening and correspondence courses to be given this fall. These things are set forth in detail on the last page of the four-page folder just placed in your hands.

We want you also, however, to be interested in the four-year courses and the research projects which are to be offered in

the future. We must have the active support of the members of the Institute of American Meat Packers if this enterprise is to succeed.

#### Keep on Learning.

We are today launching an enterprise which should give to the packing industry a steady stream of men who have had the best preparation for entering the industry that educational thought can provide. We are also offering a plan which will enable employees in the industry today, and those who will be employed in the future, to continue with systematic study after they take up their work.

If once we can get the idea thoroughly sold that education is something that goes on and on and on, if all of use come to take it for granted that we are to keep on learning, the packing industry can look with confidence to the future. We solicit your cordial and active support for the project which is now in your hands.

MR. MAYER: Mr. Weld, the chairman of the sub-committee on Training Courses, has been helping out on the training courses and has contributed a very great deal to our success with his study of education and educational movements. I want to ask Mr. Weld to talk to us for a



L. D. H. WELD  
(Swift and Company, Chicago)

Vice-Chairman Committee on Educational Plans.

few minutes on the Evening Courses for men already in the industry.

### The Evening Course for Men

By L. D. H. Weld, Vice-Chairman Committee on Educational Plan.

MR. WELD: Mr. Chairman and gentlemen, I hope you appreciate how fortunate the Institute is in having been able to effect this cooperative arrangement with the University of Chicago. I hope you also realize how fortunate we are to have the services of Dr. Hotchkiss, who was Dean of the Northwestern University School of Commerce, and really was its first Dean, and developed it into one of the most efficient institutions of its kind in the country. And so we have the combined experience of the University of Chicago and of Northwestern University in developing our plans. These are going to be started next week, mind you, or the week after next.

#### Plans for the Classes.

The registration will begin next week and these evening courses are going to be given in Chicago. It was the intention

of the Committee to work out similar courses for other cities of the country, but we will have to leave that until later. The Committee has had all that it possibly could do in the negotiations for this course with the University of Chicago.

The courses will be held under the auspices of the University of Chicago in the Lakeview Building down on Michigan Avenue. The University of Chicago has been holding evening courses down there for quite a long time, although it has not been giving courses in business and economics, and so that represents a rather radical departure on the part of the University of Chicago in entering into such courses.

The University is operated under what is known as the four-quarter system. The year is divided up into four quarters of four weeks each, including a course for the summer, and the course that we expect to give will run through the fall, winter and spring quarters, so that each course is practically a unit of four weeks.

It is planned to give four courses simultaneously on four different evenings each week. Each course will meet once a week for a two-hour session. Full university credit will be given for the completion of these courses, and there is to be a tuition fee.

#### Cost of the Courses.

The matriculation and registration fees are ten dollars. Then the tuition is \$10 for each course taken by the student.

In the evening classes there will be given a course in Economics of Packing, Superintendency, Accounting, and Science in the Packing Industry. Those are to be given in the autumn course. Now take the course in Economics, for example. It runs through the winter and autumn courses, and will be followed in the spring quarter by a course in Marketing of Meat Products.

Just a word about the teaching of this subject. The course in Economics will be handled by Mr. Kearney, my assistant in Chicago, and myself. The course in Superintendency will be conducted by Mr. Wentworth, Mr. Ellsworth and Mr. Ellinger; also Mr. Harris will conduct lectures. His subject will be packinghouse operations. On that subject other men are to be found later. That does not come on until the spring quarter.

In accounting we will have Professor McKenzie in the University of Chicago, and I am sure that he will give this course satisfactorily. There will first be a course in general accounting followed by a second course of the essentials of accounting in the packing industry, and the special problems connected with it.

#### Some High Class Talent.

Also we will have Professor Moulton, Professor Richardson, Mr. Lowenstein and others connected with the meat packing industry, including Mr. Myrick D. Harding, Mr. Noble.

Now the students can take as many courses as they want to. We are anticipating that there are going to be some of them who will likely take more than two courses. You will find a number of other courses which can be included by the student, if he wishes to take them. For instance, a student can take a course in household art or in history of religion, if any student wants to supplement the work with those courses. There are quite a list of them, on various subjects.

If there are any questions you want to ask about the working of this course, we would be very glad to answer them here this afternoon. My point is that this Committee has arranged to hold these courses starting next week, and it is up to you to get your men to take these courses, although we don't anticipate much trouble on that score, the only difficulty being that it is getting rather late in the season, starting next week. I believe that these courses will make for future development in the industry. Thank you. (Applause.)



MR. MAYER: The next gentleman who will address us, Mr. Harvey G. Ellerd, has been very active in our work and I am going to ask him to discuss

## The Correspondence Courses for Men Engaged in Meat Packing

By Harvey G. Ellerd, Secretary Committee on Educational Plan.

MR. ELLERD: Mr. Chairman and gentlemen of the Convention, Dr. Hotchkiss told us the other day that one of the fundamentals of education was repetition principally, and I think that we are trying that out on you gentlemen at the present time. I won't bother you very long about these correspondence courses. I haven't very much to tell you about them, because we don't know much about them ourselves.

There will naturally be some lag between the evening courses and the correspondence courses, so that we can take the material gleaned in the evening courses and put it into the correspondence course.

The correspondence course will, I hope, serve the men in the industry and enable those who live away from the city of Chicago, to get a better and more practical idea of its problems. The four-year day course and the night course will take care of those located in the great center of the meat packing industry, but it is our aim to reach those who are outside and give them the same opportunity.

We have got to sell this course to them. It seems to me that we have a sales problem in this thing right now. On our night work course the registration starts next week, and it does seem that we should put some stimulus behind those men who are eligible, and that they should be urged to register.

In fact, I even heard of some place the other day where they were offering to pay half the tuition on completion of a course in case a young man completed a course satisfactorily. I urge upon you gentlemen to throw all the enthusiasm that you can into this work, and see if we can't get a large registration of these students.

### Fortunate in Educational Connections.

MR. MAYER: It is an inspiring thing to me, and I hope to all of you, to think that we have made this connection with a great university. The industry is now associated with the University of Chicago, and their Board of Trustees, their entire organization is aware of the connection, and they are co-operating with us heart and soul. I think it is really an inspiring thing.

There are so many other paths that this thing might possibly have gone. It might have been necessary for us to work out a line of educational activity with our own administrative force, our own teachers, and it is gratifying to me in the extreme to see that this thing has taken a course which is the finest that it could possibly have taken.

### For Out of Town Members.

Now, of course, in all this work we are very conscious of our duty towards our out-of-town members. Naturally Chicago is the center of the livestock industry, and naturally Chicago must have laboratories in which to grind out the original material. But we are not unmindful of the fact that a large proportion of our industry does not reside in Chicago, and it is the plan of the Committee that these correspondence courses will be gotten out with all despatch, and will be made as interesting as possible.

I want to urge upon all Chicago packers to appoint some members in their organization to go out and sell this proposition to the boys. It is just like everything else, it must be sold, and I hope that we will have a full enrollment for these courses.

I want to urge all of you to appoint somebody in your business to go out and see to it that that is done.

### Should Apply for Correspondence Courses.

PROF. HOTCHKISS: In reference to the correspondence courses, while it would not be possible for those courses to start immediately, it is highly desirable that applications be made for them as soon as may be, because we want to know how many men we have to provide for, so that we may work over the material and make all provisions for them, which we can do very readily if the applications come in promptly.

CHAIRMAN WILSON: Gentlemen, the Chairman of the Committee on Scientific Research is a man who has spent twenty years in scientific work and executive work in this industry. He is one of the strongest supporters of the plan. I am going to ask him to take charge of the discussion on the part of his committee. I have



ARTHUR LOWENSTEIN

(Wilson and Company, Chicago)

Chairman Committee on Scientific Research and donor of the Arthur Lowenstein Scholarship.

pleasure in presenting to you Dr. Arthur Lowenstein. (Applause.)

## Scientific Research—A Report of Progress

By Arthur Lowenstein, Chairman Committee on Scientific Research.

Mr. Chairman, Members of the Institute: I feel at considerable disadvantage in following a group of orators, and the Committee on Education seems to be composed of orators. At the same time, however, it is a great pleasure to be able to follow them, because there is great inspiration in what they have brought to us here today.

I am just going to sketch in a very general way some of the activities of the Committee on Scientific Research. Before I do that I am going to say that I am going to try to use very simple packing-house English. We have heard the word practical used a good many times today. We have heard the word research used a good many times, and I want you to feel that your Committee on Scientific Research is in the hands of practical men.

The Committee on Scientific Research in

its report to the Plan Commission last year indicated that it was desirable to select a director of scientific research and a staff in order to properly carry on the work, looking forward to the establishment of a suitable laboratory. We have found considerable difficulty in securing a man of suitable qualifications for this work. A diligent search has been made, and at the present time we are in communication with several promising prospects.

The men under advisement are men of national reputation, and it is hoped that the election of the director can be announced shortly. In the meantime the Committee has appointed Dr. Moulton, expert in charge of nutrition for the Institute, as the acting director, and the work of the Committee on Scientific Research is now in full swing under the directorship of Dr. Moulton.

### First Step to Get a Director.

We thought best to select a director before making specific recommendations in connection with a laboratory, and also thought it best to defer this pending determination of the results of negotiations of the Institute with the University of Chicago which we understood were pending.

The Committee has given very serious consideration to the question of how to carry on some of these important investigations before the establishment of an actual working laboratory, and has determined that the best way to do this is by establishing working relations with some of the large research institutions such as the University of Chicago, Mellon Institute of the University of Pittsburgh, Massachusetts Institute of Technology, University of Cincinnati, and the Bureau of Standards of the Federal Government, by means of what are known as fellowships.

A fellowship is an arrangement with some research institute such as those mentioned above, where there is some particular person especially equipped to carry on this particular type of investigation, or where the institution is particularly adapted by its organization and equipment to carry on such work. For instance, the University of Chicago is particularly equipped with Professor E. O. Jordan to carry on research in connection with bacteriology, while the Mellon Institute as an organization is equipped to carry on any kind of industrial investigation.

We have, in line with this thought, acting through the Institute, made arrangements with the University of Chicago for the establishment of a fellowship on the subject of "Prevention of Meat Spoilage," to be known as the Arthur Lowenstein Research Fellowship, and the work to be conducted in the Department of Bacteriology under the direction of Professor E. O. Jordan. The funds for this fellowship are being provided for a term of three years by a donation from the chairman of the Committee on Scientific Research.

### Practical Subjects to Be Studied.

Your Committee has also voted for and is planning a fellowship at the Mellon Institute of the University of Pittsburgh on the subject of "By-product Utilization." The plan is to arrange for this fellowship to cover a period of one year at an approximate cost of \$6,000 per annum. Its continuance would be predicated to a considerable extent on the progress made during the first year's investigation.

The thought has been uppermost in the minds of your Committee in connection with this fellowship, to select a problem or series of problems in connection with products of the industry where the results of the investigation would be beneficial to every member of the Institute both small and large. In line with this thought we are tentatively considering as a first problem for attack the investigation of improved utilization of blood.

This suggestion was made to the Committee by one of the members of the In-

stitute, Mr. Sam T. Nash of Cleveland. Other products which it is contemplated shall be attacked from time to time under a fellowship of this character are hair, tankage, bones, casings, hoofs and horns, etc.

As your Committee knows, an investigation of importance is being carried on by the Tanners' Council at the University of Cincinnati on the subject of the curing of hides, and your Committee is giving some thought to collaborating with the Tanners' Council in connection with this work at the University of Cincinnati and hasten and further the work along the lines of handling of hides and skins. In consultation one of the members of the Institute has suggested that it is important to investigate the possibilities of securing broader distribution in the use of leather so as to ultimately show an improved reaction in the hide market.

#### Problems Connected with Meat Spoilage.

In connection with the fellowship at the University of Chicago on "Prevention of Meat Spoilage," it is the intention to begin work under this fellowship on the subject of "Joint Souring." This general subject of prevention of meat spoilage consists of a number of very important problems and it would be very desirable if they could be investigated at the same time as this other major problem. Some of these problems are:

1. Slime bacteria and their prevention.
2. Cause of mold and its prevention.
3. Sterilization of canned foods, particularly as to death point of bacteria and heat penetration.
4. Effect of sanitation on keeping qualities of meat food products.

Any one of these could be handled as a unit fellowship, and they are indicated as suitable subjects for investigation in a similar manner as soon as funds are available for their attack.

#### Committee Will Aid Each Fellow.

In these fellowships it is planned to have a small committee from the industry consult and advise periodically with the institution or man directing these fellowships, which will go over the work accomplished and give full advice and information to the fellow to enable him to get the broadest viewpoint of the work.

Your Committee is also arranging through the acting director to immediately start cooperative relations with numerous other trade organizations which have problems closely related to major problems of

our industry in connection especially with the purchase of supplies and the engineering phases of the packing industry. Similar cooperative relations will be established with scientific and technical societies in connection with the different properties of such supplies, chemical and engineering data, etc.

As illustrations under this heading are investigations pertaining to corrosion of metals such as are encountered in connection with the refrigerating practice of the industry; matters pertaining to supplies, such as alkalis, iron and steel, portland cement, coated metals, refrigerating and insulating materials, various kinds of paper used in the industry, fuels, lubricating oils, etc., etc.

#### Cooperation with Other Trades.

Types of trade associations are the associations of the baking industry, glue, gelatine, fertilizer, etc. Types of scientific and technical societies with which your Committee will collaborate are the American Society for Testing Materials, American Society of Refrigerating Engineers, Iron and Steel Institute, Association of Cement Manufacturers, etc., etc.

There will be many fundamental problems of the industry which can be only attacked and solved to the best advantage through the laboratory of the Institute. Therefore, during the balance of this year and the succeeding year your Committee through the Director of Research will study and make specific recommendations at as early a date as possible with regard to the beginning of such work in a laboratory of the Institute. It is possible that such work may be begun initially through collaboration with the University of Chicago.

The membership of your Committee and other scientific and technical men engaged in the industry will at the request of the Committee on Education of the Institute present a course of twelve lectures on the subject of "Science in the Packing Industry" at the University of Chicago, beginning approximately October 1.

**CHAIRMAN LOWENSTEIN:** Dr. W. D. Richardson, Vice-Chairman of the Committee on Scientific Research, who has been very active in the work of this Commission, and whom you all know in connection with his scientific technical work in connection with the industry, will address you today on "Some Unsolved Problems of Meat Packing."

## Some Unsolved Problems of Meat Packing

By W. D. Richardson, Vice-Chairman, Committee on Scientific Research.

Mr. Chairman, Members of the Institute:

Mr. Lowenstein has covered, in a very excellent and comprehensive way, many of the so-called unsolved problems of the industry. It is my purpose to place before you for consideration, some general categories of problems from which are to be selected the specific problems which are to be investigated by this Committee.

In one sense there are no unsolved problems in the packing industry. I mean by that that all the problems in the industry have been solved in some fashion or other. The every-day work of the industry is going along smoothly, and in a measure satisfactorily. The by-products are worked up and handled in a sanitary and economical manner.

But in another sense there are many problems which are unsolved. This means that the manner of solving the old problems may not have been the best way of solving them, or the most economical way or the most advantageous way, and it is the purpose of this committee to survey the methods of the industry, to apply to them the light of science, and then to see whether there are not more advantageous and better ways of handling many of the products and by-products which we now handle in a more or less satisfactory way.

#### Nutrition Has Been Neglected.

The first subject of scientific research in our industry is one which I think most of you in the past have given very little consideration to. I mean the subject of nutrition. We are primarily manufacturers and sellers of food products, but it has been taken for granted for so long a time that meat is the central article in the diet on every man's table, that we have not considered and you have not considered the scientific aspects of this question.

It is very necessary in this day and age not to rely too much on the general consensus of opinion of mankind in regard to these questions, but to place before them specific scientific results, in order to convince the people of the special advantages of the product which we sell.

This branch of our industry in its scientific research aspects is being ably handled by a special office of the Institute, namely, the Bureau of Nutrition, under Dr. Moulton.

#### Preservation of Product.

The second great category which contains many subjects for investigation is that of the preservation or conservation of our principal products. The preceding speaker, Dr. Lowenstein, has referred to several problems in this branch of the subject, which are under consideration for investigation.

The deterioration of our product and the means of combatting it affords a field which might take the services of investigators many years to cover; in fact, the principal activity and endeavor in our business is to combat those agencies of deterioration, bacteria of slime and mold, by means of cold storage and sharp freezers, cured materials, heat sterilization, etc.

I regard almost any problem in this field as of vital importance. A re-survey of the methods of cold storage in connection with meat and our other products, of sharp freezing and curing, of joint souring, which Dr. Lowenstein has referred to, are all worthy subjects for investigation.

#### Better By-Product Use.

Finally, the third great category containing subjects for investigation is that of better utilization of by-products. We are handling by-products after a fashion, and year by year, by improved methods, both chemical and engineering. But I have no doubt, in fact I know from every-



"BOB" CARTER IN THE ROLE OF A "COP"

Chairman of the Committee on Livestock Handling Losses catches Fred Krey about to paddle a pig.



day experience, that there are certain by-products of our concerns which are going into low-grade products.

Just as an illustration, my predecessor spoke of the better utilization of blood.

Let us take for just a moment the history of blood as a by-product. In the early days of the packing industry, this by-product was given away for the hauling for anyone who cared to take it. Afterwards, it was cooked, pressed and dried, and manufactured into fertilizer. Later on, it was worked into animal foods. And the suggestion has been made that an even higher use could be made of it, namely, for human food; and in fact, some of it goes into meat in the form of sausage; but on account of the prejudice and sentiment of the community it does not seem opportune that such a product go into human food.

Therefore, we must turn to the uses in arts for better and more productive utilization. Blood has been suggested and it has been used as a plastic for the manufacture of all sorts of articles from door-knobs to cane-handles, and has been used successfully for such things. It has been used for pressed boards, such as switch-boards, and for various objects of use, utility and ornament. Now, we have a great field, and I am sure that an investigation of this field would yield results in cash.

#### Use of Blood and Bones.

Again, take the matter of bone, which in the early days was simply ground and sold for fertilizer, later on used for poultry food, and along about that time was utilized for gelatine. There are other uses for bone, no doubt, if investigations were carried out, which would lead to a better utilization of bone for gelatine, and still further utilization of the residue from gelatine.

In conclusion, I want to compare the early attempts at investigations of packinghouse products with the later attempts which we are undertaking today. In the pioneer days of the industry, or just after that, when the scientists came into the business, there was a great enthusiasm to work up the by-products and the main products of the business into all sorts of materials, and great lists were made out, showing what materials might be supplied by the packing industry.

You all remember those days of those lists. This was the enthusiasm of a young and active, rapidly-growing industry. In those days the industry was getting along without government interference, but there are dozens of things which have been stumbling blocks in the way of a natural and rational development of the industry which have occurred since.

#### An Older and Wiser Industry.

Some of these early attempts at a higher utilization of by-products were successful and others were unsuccessful and went into the discard. Many of the unsuccessful suggestions have been all but forgotten today.

Today we have an older industry and a wiser industry, and I think we are coming back again with this day of scientific research to a re-survey of some of these old problems, looking to a better and higher utilization of our by-products.

To that end the Committee has in mind a survey of all the departments of the industry, tracing the methods of the products through those departments, and then the consideration of the industry as a whole, in order to be able to meet those problems at one point or another, in the rendering vats, for example, or in the manufacture of fertilizer, or the utilization of this product or that product. And in that way we will have a comprehensive, scientific idea of all problems, and of individual problems as well.

As I said, the industry today is older and wiser than in the pioneer days, and I believe that a general survey of the pos-

sibilities of our industry by this Scientific Committee, as well as the Committee on Practical Research, can only result in immense good and profit to the entire packing industry.

DR. LOWENSTEIN: Gentlemen, you have heard what the problems of the industry are. Our next speaker is to tell us what we are doing about them. It gives me great pleasure to present to you Dr. Robert Moulton, Acting Director of the Bureau of Scientific Research.

### Scientific Problems of the Packing Industry; What We Are Doing About Them

By C. Robert Moulton, Acting Director, Bureau of Scientific Research.

What work the Bureau of Scientific Research, with its acting director, has been able to accomplish in the short space of time that he has been acting, has been largely due to the co-operation and earnest work of the members of the Committee, rather than to any efforts he may have given to the problems.

The Bureau of Scientific Research in co-operation with the Committee on Scien-



DR. C. ROBERT MOULTON  
(Director Bureau of Nutrition)  
Speaker at the Convention.

tific Research has done certain definite and tangible things to help solve some of the problems of the meat packing industry. Owing to the press of circumstances and the hindrance of the limited time at our disposal since the appointment of an Acting Director of the Bureau, we can not now report the results of work done on the different parts of our program. We can, however, present our program as an actually working program being actively prosecuted at the present moment.

#### Prevention of Meat Spoilage.

One of the major problems of the industry dealing with its chief product is the "Prevention of Meat Spoilage." This problem can be divided into six sub-divisions. There is the problem of joint souring, dealing with the organisms responsible, the mode of entry into the joint, temperature, sterilization or other method of control or prevention. Similar subdivisions are slime prevention, mold prevention, sterilization of products, heat penetration in canned goods, and refrigeration of fresh and cured meats.

At the request of the Chairman, the Committee on Scientific Research has approved a fellowship on "The Prevention of Meat Spoilage," dealing especially with joint souring. This fellowship has been made possible by a gift from the chairman, and

the committee has fittingly named this the "Arthur Lowenstein Fellowship."

It will be tenable at the University of Chicago under the immediate direction of Professor E. O. Jordan, a scientist of great ability and wide reputation. The committee wishes to express its deep gratitude to the chairman for this tangible sign of his belief in the value of scientific research. This should prove an inspiring example to others in the industry to speed by a similar gift the gaining of scientific knowledge bearing on the problems of the industry.

#### By-Product Utilization.

Another major problem of the industry is the proper utilization of the by-product materials remaining after the disposal of the chief product, meat. That the financial success of an industry depends many times upon a proper use of by-products is too well known to require repetition. Our industry is no exception to this rule.

Our chief product as well as our greatest by-products are nitrogenous in nature. The proper conservation and use of these nitrogen containing materials is greatly to be desired and is necessary in any scheme of conservation.

This committee recognizes the above facts and is placing an "Institute of American Meat Packers Fellowship" at the Mellon Institute of Industrial Research of the University of Pittsburgh. This fellowship will deal with by-product utilization, with blood as the product to be given first attention. This is one of a possible long series of by-product utilization problems dealing with organic nitrogenous products which may well be prosecuted.

#### A Substitute for Sugar in Meat Curing.

The curing of meats is, of course, being done successfully in the industry. Some losses occur due to souring. Savings can be effected by the prevention of this spoilage.

In addition to this, however, there are two ways of increasing profits from cured meats. One way is to reduce the cost of production and a second way is to add to the value of the product. The use of a dextrose substitute for sugar may well work both ways. It has been estimated that the use of such a substitute might save the industry \$350,000 annually on account of its lower cost.

The use of such a substitute might make profitable the sugar curing of meat products not now sugar cured, and the corresponding increase in grade would represent higher prices for the product and a better profit. Some preliminary work has been done along this line by the United States Department of Agriculture and several co-operating packers.

This work needs to be continued. A company manufacturing a dextrose product has asked for co-operation in this matter. The Committee on Scientific Research has approved the projecting of a plan for such co-operative research. An essential and very attractive feature of the plan is that all expenses are to be borne by the manufacturing company.

#### Co-operation with Trade Organizations.

Co-operation with trade organizations and associations and government bureaus on problems of mutual interest will prove to be very valuable to the meat packing industry. The Bureau of Scientific Research is initiating such co-operation along two lines. One deals with scientific information and data which may be made available to the membership and serve to help them in the purchasing of supplies and equipment. The second line is co-operative research which will be developed.

#### Scientific Survey.

The Committee is putting into effect a plan for a scientific survey of the industry. This is a sort of taking of scientific stock. It will show where science bears on the problems of the industry, to what extent it has solved those problems, and where new problems exist. The vice-chairman of the

committee is in charge of this project, and has done some preliminary work. This will be actively continued.

**DR. LOWENSTEIN:** Our next speaker will be Prof. George D. McLaughlin, Director of the Research Laboratory of the Tanners' Council. In introducing Dr. McLaughlin, I want to say to you that he was with us last year in Chicago, and I think that we received from him a message containing more real common sense on the subject of hide curing than I have ever had the privilege of hearing before in a short talk on the subject. I visited Cincinnati a short time ago, and had the opportunity of seeing how Prof. McLaughlin's work is being carried out. We will now have the pleasure of hearing Prof. McLaughlin.

### **An Example in Research Co-operation**

By George D. McLaughlin, Director, Research Laboratory, Tanners' Council.

Mr. President and Gentlemen:

If I may be allowed the privilege of prophecy, I would say that this meeting will go down in the history of your organization as epochal because you have decided to place your industry upon the firm basis of science. The task before you, one and all, is great. So, also, are the possible rewards, whether measured in terms of profit gained or service rendered.

You are inaugurating scientific research; you will spend a large sum of money during the coming years; will your expenditure prove an investment or a loss?

This is largely for you to decide. It is your responsibility, because no matter how brilliant a group of scientists you ultimately acquire, or however complete your laboratory equipment may be, unless your support be whole-hearted, your viewpoint broad, and your patience great, your research workers' task is hopeless.

#### **What Is Research?**

What do we mean by the much used and misused term, "Research"? Webster defines it as: "A searching for something, especially with care or diligence."

The "something" you will search for, I take it, will be those fundamental scientific principles which underlie the manufacturing processes of your industry. And, therefore, we find that you are searching for the same thing in your industry which the Tanners' Council seeks in its.

Why should we seek fundamental principles rather than the more easily acquired details? Well, in the tanning industry we found that it paid better.

For example: the first thing a tanner is interested in is the cure of his hide or skin, and yet practically nothing was known of the principles underlying curing. So we had to decide whether two years should be spent in working out principles, or two months on some curing detail.

The former course meant the expenditure of a large sum of money, and called for a great deal of patience from all concerned; the latter course meant that, within a short time, we would have something to publish, something with which to make a quick "showing"; something with which to impress the Council members.

If we evolved principles, we could deal with any problem in curing, whereas some detail would fit one particular case only. We had to make the choice. We chose principles and were backed by the Council members to a man.

Today, instead of having a mass of heterogeneous data and hypotheses, we possess simple, clear-cut knowledge of how any skin, in any place, should be cured.

#### **Lessons to Be Learned.**

There are two other important lessons to be learned from this work in hide curing; first, the lesson of co-operation.

It was evident that fundamental knowledge of curing could not be obtained with-

out whole-hearted co-operation among the competitive members of your organization, the producers, and the competitive members of our organization, the consumers. Many thought such co-operation among competitors impossible. When we analyzed the facts, however, the case was found to be quite simple.

Improved hide cure should be profitable to all; there were no secrets involved, nor would the private processes of any individual concern be affected. Consequently, your representatives and ours met in cordial conference, and frankly discussed the whole matter.

The result of these conferences has been that extensive practical curing experiments were inaugurated, and some are still in process. I mention this as a very practical example of the possibility of co-operative research work.

The other lesson concerns itself more specifically with this question: Can fundamental research proceed best through the efforts of individual companies, or by an association of the individual corporations?

#### **Co-operative Research Is Best.**

Individual tanners have research chemists and find them profitable; their research chemists have solved many prob-



JAY E. DECKER

(J. E. Decker & Sons Co., Mason City, Iowa)  
Director-elect of the Institute.

lems. These private research laboratories should, by all means, be continued. But the elucidation of the majority of the most important tanning problems require a diversity of talent and equipment, which few individual corporations could afford. Few individual tanners could have afforded to finance our study of curing, whereas, working through the Council, the expense to each was relatively small.

Thus we have a practical illustration of the value of co-operative research, compared with the private. I mention this because you will doubtless face the question in your organization, just as we did in ours, as to whether fundamental problems can best be studied by your Research Bureau, and whether such investigations will pay.

I believe your experience will be the same as ours; co-operative research is thoroughly practical, and it is profitable to all who intelligently apply the fundamental knowledge evolved by the research worker.

I bring you greetings from the Tanners' Council. (Applause.)

**CHAIRMAN WILSON:** We have one other report to listen to. We were all under the impression that when this particular job was handed to the Chairman of this particular Committee, we were

handing him something pretty difficult to undertake and put over; but in his usual enthusiastic way he did put it over and put it over quickly. I have the pleasure of presenting to you the Chairman of the Ways and Means Committee, Mr. Arthur Meeker. (Applause.)

### **How the Funds Were Raised**

By Arthur Meeker, Chairman, Committee on Ways and Means.

The Committee on Ways and Means of the Institute Plan Commission was appointed in April, 1922. Its members attended the first full meeting of the Institute Plan Commission, which was held June 1, 1922. However, there was nothing for the Committee on Ways and Means to do until the Institute Plan Commission had made its first report to the Institute and the Institute Plan had been adopted by the Institute in general convention. This occurred on October 10, 1922.

Before that same Convention had concluded its sessions, the Chairman of the Committee on Ways and Means, with the aid of the Vice-Chairman, called the Committee together to work out a method of raising the sum of \$50,000 a year for three years by volunteer subscription. Thereafter, quotas which the Committee hoped it might receive from each member company were established, and a letter with the endorsement of the Chairman of the Institute Plan Commission was sent to every member company of the Institute, in such a way as to give each company an opportunity to contribute.

The total subscriptions, including those made orally, slightly exceed \$50,000. Collections have fallen a little under that sum. The first statement of subscriptions due was sent out as of February 1, 1923. Two statements have been issued since that time. Very few subscribers are delinquent in their pledges.

If the Convention approves, the Committee on Ways and Means will give to any member companies who have not subscribed a new opportunity to contribute, and will send an amiable reminder of their obligation to those member companies who have overlooked the maturity of their subscriptions.

The funds of the Institute Plan Commission are in good status on the basis of the plans adopted last year. The unexpected rapidity of the progress made on the educational plans will no doubt put a severe strain on the funds of the Commission. This is the penalty of rapid and constructive progress, and is a matter of gratification.

### **Recommendations of the Plan Committee**

**CHAIRMAN WILSON:** I think, gentlemen, we all realize after listening to these reports, how immense this proposition is. I think we are all indebted to the chairman and to the members of each committee for their reports, which we must appreciate are the result of many hours of earnest consideration and effort on their part.

The Plan Commission yesterday gave full consideration to the situation, and they have condensed in this folder that has been placed in your hands their recommendations. We might take the time to read this, but I think I might chance the suggestion that I simply outline to you very briefly what it contains.

What we want is your approval of the action of these committees, principally upon the action of the Committee on Education in entering into this arrangement with the University of Chicago, which calls for a direct commitment on the part of the Institute with the University, covering a period of one year, with the hope and expectation on the part of the Plan Commission and of the University of Chicago



that the arrangement would continue over a period of three years, and the budget is being prepared on that basis; that is, the basis of continuing throughout a period of three years.

#### Authorizing the Plan.

The suggestion contemplates that you authorize the Chairman of the Plan Commission to enter into a legal agreement, arrange the details and the terms with the assistance of these committees necessary to bring about the proper result; that he be empowered to close this arrangement with the University of Chicago, on the basis of a one-year definite commitment, on the part of the Institute of American Meat Packers; also that the Institute will approve in this direct way the action as outlined by the different committees here today, and

In addition there is one separate motion included here that was not referred to in the discussion today, that was referred to in the discussion yesterday at the meeting of the Plan Commission, and that is the recommendation that the Committee on Packinghouse Practice of the Institute be abolished; that that work and the Committee be absorbed by the Committee on Practical Research of the Plan Commission.

That recommendation is made by the Chairman of the Committee, in order that time may be conserved, and in order that we may through such an operation effect some economy.

I think in effect, gentlemen, that is the action we are asking you to take. If you are willing to act on that statement, it will save us some time. If not, we will, of course, be glad to have this statement read to you. You have them in your hand, and a good many of you gentlemen have looked them over. What is your pleasure?

MR. CREIGH: Mr. Chairman. I move that the recommendations of the Plan Commission, as generally stated by yourself, and as appears in their bulletin, be adopted by the Convention.

(Motion duly seconded.)

CHAIRMAN WILSON: It is now before you, gentlemen. Is there any further discussion on it?

#### Utilization of Brains Also.

MR. CREIGH: Mr. Chairman, this morning I thought that it would be entirely to the approval of the Convention that I should resign some of my time to Congressman Anderson. I am sure the results vindicated the position I took.

Let me just take a little of your time to say a word or two on this motion here. The subject that I was to talk on this morning, "The Legal Status of the Packing Industry," embraced an effort on my part to show that the laws that we were subject to were not so much perhaps written statutes and things that lawyers generally regard as important, but were laws of economics, chemistry and physics, to which, after all, we were most subject.

I think this meeting this afternoon has been an inspiration. It has been an epoch. I thought perhaps we might change the phrase a little bit. In the old days, we used to say with some complacency that the packing house was quite remarkable in its utilization of its raw material, in that everything was saved but the squeal. In the last two or three years, when we have had these financial reverses, I do not think that there has been very much of a squeal about them.

I think men have stood up very courageously here, and the thing that comes to my mind at the present time is this, that in this use of our material that we have in the packing industry, the brains especially, we are doing it now in the adoption of this plan, working out these things that have been suggested to us here, and we have the opportunity of making this formula, that in the packing industry we use everything, that is, brains, courage, intelligence and patriotism. (Applause.)

(Mr. Creigh's motion was put to a vote and carried.)

CHAIRMAN WILSON: It is carried unanimously.

I am asked by the President to call to your attention the session on tomorrow morning. Let us be here promptly at 10:30, so that we may get through within an hour. (Thereupon the convention adjourned to Wednesday at 10:30 o'clock A. M.)

## FIFTH SESSION

Wednesday, Sept. 19, 1923, 10:30 a. m.

President CHAS. E. HERRICK presiding.

PRESIDENT HERRICK: Gentlemen, we will continue the convention which you have so faithfully attended for two days, and I hope very much that we can conclude at least the business part of the program in time for adjournment at the luncheon hour. Therefore, we will not spend much of any time on the preliminaries, but we will move along as rapidly as possible.

Margarine, of course, is an important item in the products which the packing houses manufacture, and I presume most of you know that there is an Institute of



FRED GUGGENHEIM  
(Guggenheim Bros. Co., Chicago)  
Director-elect of the Institute.

Margarine Manufacturers. Mr. J. S. Abbott is Secretary of that Institute, and I will ask him to say a few words to us this morning.

### The Margarine Industry

By Dr. J. S. Abbott, Secretary Institute of Margarine Manufacturers.

MR. J. S. ABBOTT: Mr. President, and gentlemen of the Institute of Meat Packers. I want to thank your officers for permitting me to come here and bring the greetings of the Institute of Margarine Manufacturers to you. Many of you are members of this Institute, many of you are not, but all of you are interested in the success of the margarine industry, because you make some of the products that we use in manufacturing margarine, of course, as you know.

I suspect many of you have figured already the difference that there might be in the price of your oleo oil and neutral lard, if you were not permitted to sell those for margarine purposes. If those fine, edible oils had to be used for the same purposes for which all of your in-

edible oils are sold, I imagine there would be quite a difference in the value of them.

#### Margarine Keeps Up Oil Price.

We have used in this country something like 150,000,000 pounds of those two oils, and as much more has been shipped abroad for use in the manufacture of margarine. Now, if those oils had to go into soap stocks, or had to be used for other purposes, it would depress their price and there would be a loss on those oils.

I was very much gratified to be able to be here yesterday to listen to the exposition of the plan of your Institute. It would appear that the packers of America ought to be congratulated by everybody for the good work they have done in marketing farm products, and finding points of distribution for these farm products and livestock, in place of being the object of criticism, as you have often been, but you cannot help that.

In listening to your excellent program, as it has been rendered here, I have been impressed with the fact that nearly all trade organizations of industry in this country have pretty much the same sort of problems, the problems of more efficient manufacturing, the problems of more efficient distribution, the problem of better protection against one another, and I want to call your attention to the fact that the oleomargarine industry has one or two problems of its own that are really peculiar to the oleomargarine industry.

#### Margarine Legislation Problem.

We have the problems of legislation that you have not. It is at least more intensive than the one you have. We have a problem of propaganda against our product, strange to say. You have had a little of that, and it is a disgrace to those who have made it necessary for you to have to go out and spend your good money in a national campaign, endeavoring to create a correct impression of what meat is, and its food value to the human race. A few people have carried on some propaganda against meat products, which make it necessary for you to have to spend money in that way. That is a pure economic loss, but the propaganda against the oleomargarine business is far more active than the campaign against meat.

Now, with reference to legislation, you are doubtless familiar with much of the legislation of an unfair kind, a kind that is not born of a square deal disposition. You know one state has a law compelling us to give the names of the ingredients of Margarine on the package, and you know that this same state has a law which prohibits us from putting the words milk and butter among those ingredients. They are ingredients of oleomargarine, but we cannot say that, and we must put on the package, "substitute for butter."

#### Some Laws Against Margarine.

You know that the state right next door to us has a law prohibiting us from selling packages labeled, "substitute for butter." I could go on *ad infinitum*, giving you these instances of absurdities that have been put upon us in legislation, but I need not do that. I will simply call your attention to the trend of legislation this past winter.

The state of Arkansas passed a law prohibiting the use of vegetable oil in manufacturing margarine. While you are not directly interested in vegetable oil, you must remember that there is only about one per cent of oleomargarine that is made, that is made of animal fats exclusively.

We have two types. One is a mixture of animal and vegetable fats, and the other is made of vegetable fats exclusively, I mean, of course, with milk and butter. That is one thing, gentlemen.

#### Dairy Interests Fight Margarine.

But the main point that brings me here is the fact that the Dairymen's League of Co-operative Association, has had its re-

cent annual convention, and passed a resolution calling upon Congress to prohibit the manufacture, sale and importation of oleomargarine in the United States. That is a big organization, and we must take cognizance of that fact. I bring it home to you for your information, if you do not already know it.

The question is, what are we going to do about it? Shall this product be outlawed? Shall science that has made it possible to take these cheap inexpensive oils, put them together, and put a flavor into them, and a texture into them that makes them desirable, and satisfactory to many people, be prosecuted by legislation prohibiting their manufacture and sale?

There has never been a nutrition expert in the world of any standing whatsoever that has ever said that oleomargarine is unwholesome or impure, deleterious or injurious to the public health. There was a woman who came to Washington last winter, with her hair slicked down on her head, with a dress hanging from her shoulders, to open the fight upon the use of oleomargarine.

#### Unfair Propaganda.

Another species of propaganda that I call your attention to is the fact that the great National Dairy Council of this country has an experimental farm, so-called, up here in the northwest. We have had it investigated, and they have an old farmer out there on a run-down, dilapidated farm, with a few dilapidated farm houses, conducting feeding experiments, feeding chickens and pigs, and puppies, and rats and what-not, and they have their ration published on the pens in which these animals are being fed.

The diet of one class of these animals consists of 30 per cent milk, 10 per cent butter. Another ration has among the cereals used in it, 30 per cent of skim milk and 10 per cent of oleomargarine, made exclusively of vegetable oils, which is not as rich in these new food accessories as the animal fats are; putting the animals on a diet to guard against any deficiency of these food accessories in butter.

These animals are fed with this and there are deficiencies in these food accessories, and they advertise these little sick animals and diseased animals that come from a ration that is prepared purposely to starve them—advertise them for sale for exhibition in Public Health exhibits, state fairs and world's congresses, exhibits, and what-nots.

It is time that the business men of this country were taking some cognizance of these things. It would not make so much difference with you if oleomargarine were wiped off the map. You could wipe it off your balance sheet and get along without it, but the man who is affected is the man away back down the line that produces the stuff, the farmer.

#### No Right to Prohibit Margarine.

Now, if oleomargarine were a foreign product, it might be prohibited. There have been high government officials who have said that it is good policy for one country to prohibit the importation of the products of other countries—even prohibit them, not simply put a tariff on them, for the protection of their own country.

That is no longer a debatable question. We all agree that countries have a right to do that. But it would be a new policy in governmental activities if a government were to decide to prohibit the manufacture and sale of one product produced under its flag in order to promote the manufacture and sale of some other product produced under its flag.

Gentlemen, I have no more to say, except simply to let you know that I have brought this to your attention for your serious consideration. I hope you will think about it, and I hope you will assist our little Institute of Margarine Manufacturers in protecting itself, if you think it ought to be protected.

If not, let us wipe it off the map, quit and go into something else, and stop fool-

ing away our time trying to give the poor people of this country a wholesome, nutritious article of food at a minimum price. (Applause.)

**PRESIDENT HERRICK:** We thank you, Dr. Abbott, for having brought this message to us, and we shall be very glad to take it under consideration.

Whenever and wherever any problems in connection with livestock shipping or marketing are mentioned, I am sure that there is one name that stands out pre-eminently in the consideration of those problems; in fact, that name has gotten to be almost synonymous with the handling of livestock. I do not need to introduce to you our next speaker, but I take great pleasure in presenting Mr. Everett C. Brown. (Applause.)

### Live Stock Marketing Problems

By Everett C. Brown, President, The National Livestock Exchange.

The subject assigned me is marketing problems. That we have them I must admit, but many in the advertised category are either ephemeral or fictitious. It reminds one of the octogenarian female who was asked if she had encountered much



EVERETT C. BROWN  
(President National Livestock Exchange)  
Speaker at the Convention.

trouble in her lifetime. "Yes, but most of it did not happen," was her reply.

If certain agitators are to be given credence, market problems are numerous, complex and insoluble in many cases, at least they offer no solution. In my opinion we have two problems of major importance, both affecting the packer. Last year I addressed you at length on the subject of tuberculosis eradication, a campaign inaugurated by The Chicago Livestock Exchange several years ago and since taken up by exchanges at ten other markets.

This I consider the chief market problem of the packer, and it will be for several years to come. The packer has furnished incentive for eradication by agreeing to pay a premium of 10 cents per cwt. for hogs purchased in free counties, no more convincing evidence of the advantage of ridding himself of this plague to the producer having been possible.

#### All Should Boost Better Hogs.

We are making gratifying progress, but so far the incidental expense has fallen on a few big packers, and it is my contention that every concern slaughtering hogs should share this burden on a pro rata

basis according to its kill. Demonstrating what can be accomplished by energetic work, in Illinois we have increased the State appropriation for the ensuing two years from \$200,000 to an amount exceeding \$1,000,000, mainly through the influence of The Chicago Livestock Exchange.

And 35 counties in Illinois have made additional appropriations making possible employment of competent men to prosecute this campaign. In Iowa two-thirds of the counties are participating in the eradication campaign and similar progress is reported by other states.

I urge every packer to use his personal influence with Federal and State Senators and Representatives to secure increased appropriations in order that this, probably the greatest problem connected with the production and marketing of livestock, may be solved at the earliest possible date.

#### Market Efficiency Problems.

The other problem concerning livestock marketing also affects the packer. I refer to a nation-wide effort to impair, if not destroy, the present efficient market system as developed by the livestock exchanges by an element that for five years past has been subjecting the market and the commission man to misrepresentation amounting to calumny.

What is needed is a more complete and dispassionate understanding of its workings on the part of many producers who will then regard it with legitimate pride as a great, efficient American business organization and institution which historians of the future will consider a monument to the enterprise and integrity of the present age.

#### Misrepresenting Commission Men.

Those propagating this suspicion are either ignorant or mendacious. In the latter case they are invariably actuated by a desire to usurp to their own pecuniary or personal advantage the machinery of the market as none of them have proffered a substitute. They talk glibly of "orderly marketing" as though that problem had not received the serious and unremitting attention of the commission man for many years past, inculcating the idea that they alone are capable of solving it.

In this respect their counterfeit logic is similar to that propounded to livestock producers subsequent to the war when they went about the country endeavoring to and actually creating an impression that American packer, in a collective sense, was a parasite on the producing body and could be successfully and economically eliminated by establishing erroneously styled "co-operative packing plants." Yet at that very moment the packing industry was daily and hourly sustaining losses that threatened not only its own financial stability, but that of the livestock industry.

Having filched from the pockets of producers, whose name is legion, an aggregate amount variously estimated at 30 to 40 million dollars ostensibly to put livestock growers in the packing business, these promoters, some of whom were well intentioned, but ignorant, many dishonest, vanished.

#### Unfair Co-operative Marketing.

Then came the propagandists of co-operative marketing as a panacea, magnifying and inventing evils for their own purposes. So far they have done nothing save create discontent, insulting producers by appeals to class consciousness, indulging in glittering generalities rather than specific assertion, in other words, flim-flamming the public. They have had several years to offer something designed to actually benefit the farmer, but up to the present time have merely followed in the path of the old line commission man who has kept at his job, ignoring these calumniators and realizing that sooner or later the siren song of the promoter would cease to charm.

We realize that the average producer



intends to be fair in his judgments and that he favors "Fair Play" and the "Square Deal." We know also that his self-interest will eventually bring him to a realization of the fact that only by maintenance of the present system of marketing will his interests be properly conserved.

Those who have endeavored to deceive him by glib promises of orderly marketings are open to the accusation of abandoning the only principle in their program, elimination of speculation or trading at the market, thereby establishing direct contact between producer and killer.

#### Don't Abolish Speculation.

I make the statement advisedly that after promising their adherents to create and maintain such contact they have deliberately disposed of a large percentage of the livestock consigned to them to speculators without making a serious effort to establish a market based on supply and demand principles and that the method of mass selling, especially in the case of hogs, thus developed, has recently exerted a demoralizing influence on the market, to the serious financial loss of those producers who were deceived into participation.

This mass selling program is the negation of the exchange method of competitive determination of values. It is highly destructive and if carried on must ultimately operate to the serious disadvantage both of producers and packers by impairing, if not destroying, market stability and the machinery by which true values are created, a condition as undesirable from the standpoint of the packer as it is from that of the producer.

#### Mass Selling Demoralizing.

Mass selling may save a few pennies and, paraded as an aggregate, this saving may assume respectable proportions. But in an individual sense it means little and when service at the market together with price maintenance is reckoned with mass selling, with its attendant evil, proration of proceeds, by which no individual can tell whether he is receiving value for his property, or is being penalized at the whim or necessity of an individual distributor of the pot of money resultant from mass selling, it looms up as a potential if not actual evil, penalizing as it does, every load of hogs that leaves the farm.

What we ask and believe we are entitled to is something of constructive character concerning livestock marketing from these critics, slanderers, or call them what you will. We have stood their tirades until patience has ceased to be a virtue. Let them be specific in assertion and constructive in suggestion.

#### Want Constructive Plans.

Mark Twain once said that while everybody complained about the weather nobody ever did anything about it, and so these men are always complaining, only in their case the substantial cause for complaint as in a meteorological sense does not exist. If they know of any method by which the marketing of livestock can be done in more orderly manner than at present, let them elucidate.

As commission men we will consent to and encourage any constructive plan, but the livestock growers of this country will not participate for any length of time in chimerical projects. They have already demonstrated returning confidence in the old-line commission house and the competitive, in distinction to the mass selling system, hog receipts by so-called co-operative concerns at the central markets having diminished 20 per cent since the semi-panic of June and July, for which the mass selling program was largely responsible.

#### The Midsummer Hog Slump.

The contention has been made that the heavy run of hogs in June and July was responsible for the semi-panic in market circles at that period. Early in June old-time commission men, scenting this possibility,

endeavored to distribute the summer run to better advantage so far as their customers, the producers, were concerned, and did in a measure. But their efforts were hampered by mass marketing and mass selling of hogs controlled by cooperative concerns at central markets. Abandoning the competitive system of selling, these concerns threw their receipts on the market regardless of price in a frenzied effort to get a clearance.

At this juncture the introduction of statistical evidence is appropriate. In June ten principal markets received 2,677,000 hogs, an increase of 11 per cent compared with 1922. In July the same markets handled 2,692,000, an increase of 44 per cent. During both months the so-called cooperatives were deluged and in a frantic effort to unload by the mass selling method seriously impaired competitive selling.

#### Less Influence in August.

But in August, when the run at these markets was reduced slightly to 2,298,000, these concerns exerted less influence, and the market centered a period of recovery which carried prices about \$2 per cwt. above the lot spot. Packing hogs worth \$5.50 to \$6.00 then advancing to \$7.50 to \$8.00,



R. T. KEEFE

(Henneberry & Co., Arkansas City, Kans.)  
Director-elect of the Institute.

and top hogs from \$7.25 to \$9.75. At the former period prices were about \$1.00 per cwt. below cost of production; at the advance about that much above cost.

#### Due to Mass Selling.

Was this demoralization due to the orgie of mass selling? I contend that it was. August receipts at these markets although about 400,000 less than July, were 29% heavier than August, 1922, and much heavier than normal, so that contention that the advance was due to relief from supply congestion is weak. If numbers were the principal factor the August run should have further depressed values.

I contend that the August advance which re-established true values on the crop, was actually due to restriction of mass selling by these concerns, relieving the market of that demoralizing influence at the opening of every session.

Intrinsically hogs were worth as much during June and July as in August. On that basis of reasoning the 5,368,000 hogs reaching these markets in June and July, based on an average weight of 200 lbs., were penalized \$2 to \$4 per head. Reduced to dollars it means approximately \$16,000,000 sacrificed for an experiment.

#### Full Effect of the Slump.

But that is not all. In June 67 markets received 4,209,000 and in July, 4,180,000 hogs, a total of 8,389,000 for the two months. Every one of them was directly affected in value by the slump at the big markets, so that the actual loss was considerably in excess of \$25,000,000. Last year over 48 million hogs were marketed in this country. This year expectancy is for around 55 million, as 32 million registered at 67 markets during the first seven months.

Assuming that this mass selling scheme penalized growers only to the extent of \$1 per head, the resultant loss to growers would be in excess of \$100,000,000, a sum possible of conservation and placing in their pockets by preserving the competitive system of selling by which alone true values can be determined.

#### True Values Reached in August.

It must be patent even to the uninformed that true values were reinstated in August when prices advanced \$2 per cwt., and that the slump of June and July was the logical sequence of a selling panic among the self-styled cooperative agencies at the central markets, causing temporary suspension of the time-tested and reliable system of finding values used by old-line commission men.

The alibi that the August run was light, enabling prices to advance, will not hold water, in view of the fact that it was nearly 30 per cent heavier than in 1922. The fact was that the mass selling scheme precipitated the panic and the moment this destructive influence was curtailed and that of competitive selling restored, the \$2.00 advance developed.

#### Affects the Packer.

This argument may not appeal to the packer in quest of cheaper hogs, but are such market conditions favorable to his interest? Every such episode as occurred in June and July at the market impairs confidence of producers in hog raising, which is the last thing packers can afford to countenance as the stability of their business depends largely on a regular and adequate supply.

How such fluctuations affect this regularity is shown by the fact that in 1922 drove cost went as high as \$11.50 per cwt. and on the slump this year as low as \$6.50, a condition obviously as undesirable from the viewpoint of the packer as the producer. Nor does it benefit the consumer, whose ire is aroused by frequent, and to him unreasonable, fluctuations in retail prices.

#### Disadvantage of Fluctuations.

It would be to the distinct advantage of all interested, producers, packers and consumers, if these wide fluctuations could be avoided instead of aggravated, as was the case this past summer. When hogs advanced \$2.00 per cwt. retail prices were marked up, in the case of pork loins as much as 10 cents per lb. Yet consumption was not impaired.

Putting it another way, August retail prices would have been paid by consumers without protest all through the season. Much more money would therefore have gone to producers, the latter being actually deprived of millions of dollars which would have been remitted in due course of business from the central markets. This would have happened but for the fact that the mass selling scheme of the panic-stricken cooperative selling agencies prevented determination of true values as demonstrated by the August advance when the principle of competitive selling again became effective.

#### Control Remedy Suggestions.

Some of these orderly marketing agitators suggest control of the movement by themselves as a method of equalizing receipts and stabilizing values. During the war as a member of the Hoover Committee and President of The Chicago Live

Stock Exchange I had an experience with government method which in my opinion may be resorted to in an emergency. But I desire to say that such an expedient would arouse resentment among the rank and file of live stock producers as it did then. The Hoover Committee regulated receipts to the daily capacity of the market by a car allotment process, and the logical result of this restriction was a clamor for cars, every live stock shipping station in the country accumulating a waiting list.

A more discontented set of men than those whose names were on this waiting list could not be imagined. A storm of indignation and protest from them beat upon the committee, which had no alternative under existing conditions than make them like it.

#### Hard to Restrict Shipments.

Possibly similar restriction would have been effective during July when masses of hogs were thrown on the market in the hands of co-operative selling concerns, with demoralizing results, as was demonstrated when liquidation subsided. These concerns were no longer in a position to act as demoralizing forces, whereupon the old line commission man put the market on its feet, the result being an advance of \$2 per cwt. within a few weeks.

In such an emergency it might be economical and practical to restrain mass selling by so-called co-operative agencies by creating a car allotment, but the average shipper will not submit to such restriction on his marketing during normal periods.

#### Have Report On Mass Selling.

Let me suggest as one method of dispelling the fog created by these orderly marketing, price stabilizing agitators that a commission be appointed, either governmental or private, to investigate and report on the mass selling system created by these so-called co-operative selling agencies with the object of determining the extent to which it was responsible for recent hog market demoralization, with a view of averting repetition as the same emergency is likely to arise at any moment. After the experience the market has recently passed through I believe some action is advisable.

#### Stock Cattle Buying Schemes.

How chimerical some of the ideas of these market calumniators are is demonstrated

by the early collapse of the stock cattle buying furore that swept over the country last year, especially in territory east of Chicago. Feeders were told that buying stock cattle at the central markets was not only uneconomical, but that they were actually defrauded by collusion between commission men and speculators at the market.

This is the most seductive brand of propaganda and it proved effective in arousing suspicion and distrust of a market system that had functioned since the infancy of the industry.

The result was that unqualified men, mostly from the ranks of the agitators who were actually seeking to feather their own nests rather than save money for feeders went out to the breeding ground west of the Missouri River with orders for cattle. The experiment proved a costly failure, many of the cattle thus acquired not being the right kind.

The plan entailed heavy shrinkage and instead of getting the expert services of his commission man which enabled him to secure the kind of cattle he required at the market price with minimum shrink, the victims of the campaign were severely penalized by the ignorance, inexperience and blundering of men who posed as the champions of economy and the inventors of a new system.

I contend that with few exceptions the central markets are the logical sphere for both selling and buying stock cattle, and any attempt to disrupt the present trading system will prove unsatisfactory.

#### Why Atmosphere Has Clarified.

It is gratifying to note material improvement in the psychology of livestock producers. A potent reason for this is a \$10 to \$13 market for corn fed cattle, the \$2 come back by the hog market and a prosperous sheep industry. Evidently the professional agitators detect this improvement and realize that they are slipping as they are now clamorous for "one big union" of producers, falsely representing that the success of union labor is attributable to the same plan.

But there never has been and never will be, in my opinion, one big labor union for the reason that the interests for the various labor groups cannot be harmonized and a plethora of leadership, if not leaders, renders the one big union idea chimerical. In the cast of the agrarian interests

the same diversity and multiplicity of leadership exists and even if the American farmer was not an individualist at heart rival leadership would make the one big union idea impracticable.

#### Legislation No Remedy.

Well intentioned as farm blocs in Congress and State legislatures may have been the rank and file of the farmers of this country are realizing that nothing remedial so far as their economic condition is concerned, is possible by the agency of legislation. The secret of the success of union labor is the strong arm of the slugger and the gunman.

The farmer cannot be herded in that manner. Some farmers may listen for a time to the absurd platitudes of those of the Brookhart and Magnus Johnson type, but sooner or later most of them realize that they have been steered wrong and the moment they discover it resentment develops. I make the assertion without fear of successful contradiction that neither Brookhart nor Johnson could carry their respective states if elections were held tomorrow, so decisive has been the recent change in sentiment toward that type of politician.

When President Coolidge remarked that legislation could not help the farmer he went a long way toward nullifying the false teachings of these men. The one-crop evil has a habit of asserting itself at intervals, acting as a corrective as the moment farmers realize excessive production of one commodity they remedy it.

A year ago the hue and cry was that over-production of corn threatened. Today we find corn outselling wheat and it is a "cinch" that what appears to be excessive wheat production will be remedied in the same effective manner. Possibly the recent break in hogs will also prevent threatened over-production by forcibly calling attention of producers to that danger.

#### Demand and Supply Law Wins.

Consult history for the past 50 years and you will find that this rule has been inviolable and always the producer who adhered to a system won out as he was in a position to get average prices over a series of years.

In no sphere of production is it possible to maintain highly profitable prices continuously as such a condition stimulates production to the excessive stage. Consequently those quacks who profess ability to maintain prices regardless of production are either rostrum vendors or liars, intent on deceiving producers for their own pecuniary advantage, which in the nature of things must be temporary as the career of the average agitator in agricultural circles is brief.

#### No Hog Market Problem.

A recent market problem concerned hogs, but it disappeared almost overnight. It seems but yesterday that the agitators were endeavoring to harness wheat and hogs up in Minnesota for political effect, but the hog refused to do teamwork of that kind. At this moment the hog market has no need of the services of an apologist. In fact its performance of the past two years has been phenomenal.

The hog has been responsible for cashing at approximately \$1 per bushel corn that would not have been worth 25 cents otherwise, and although this opportunity to market corn almost resulted in temporary excess hog production, I believe the July break will be effective in calling producers' attention to the possibility of over-production.

Refutation of the hue and cry from the agitators' camp that hogs are not paying their board is found in the fact that recent demand for stock pigs has broken records. This is the answer of the practical farmer to the calamity howlers. The Kansas City stock hog market has been bare of offerings and deluged with Iowa, Missouri and Illinois orders recently. This slap in



THE GO-GETTER AND HIS VICTIM

Who said "Dick" Howes couldn't get a picture of Frank Hunter?



the face should prompt the calamity howler to shut his mouth at least so far as hogs are concerned.

#### Some Are Production Problems.

A discussion of market problems would be incomplete if I did not call attention to the fact that at least some of the problems recently passed up to the market by its captious critics are in reality production problems.

You will agree with me that there is a difference in cattle, otherwise inferior steers would not be selling around \$5 per cwt. and choice bullocks at \$13.

Two feeders will take a cut of the same kind of steers, feed them the same length of time and send them to market the same week, one getting a dollar per cwt. more for his finished cattle. That is the result of knowing how.

At Omaha recently Wyoming whiteface cattle went to Iowa feeders at \$10 to \$10.50 per cwt. and they had never tasted grain. Other western cattle feeders could have bought at half the money were passed up. Another instance of knowing how, and I will venture the assertion that the \$10 kind cost no more to produce than the cheaper mongrels.

#### Cost of Hog Production.

A survey recently made by the Department of Agriculture in Illinois and Iowa showed a range of \$4.00 per cwt. in the actual cost of making marketable hogs; still another demonstration that knowing how is requisite to profitable livestock production.

Criticizing and condemning the market for delinquency in the sphere of production is unfair, but fairness is not in the lexicon of those responsible for this villification. Why is it that one load of lambs will sell at \$14 per cwt. and another from the same neighborhood at \$9.00?

Because one man knew his business the other did not. Not only must we prosecute a campaign of education to eradicate animal disease, but its scope must embrace economical production. Where production errs the market cannot be reasonably expected to furnish a remedy.

#### An Important Differential.

Another topic of timely interest is the effort made by certain Iowa packers to upset or destroy the time-honored differential between livestock and processed meats. Possibly the condition in which Iowa packers find themselves warrants the effort on their part. But the obvious purpose is to impose a handicap on eastern packers, who can depend for only part of the time on local supplies of cattle, hogs and sheep and unless able to purchase at western markets will be put out of business. And I want to tell you eastern killers that your local supply will steadily diminish as farmers in territory east of Chicago will go more and more into diversified and intensified farming, a system in which milk and poultry production and vegetable and fruit raising will predominate, and beef, pork and mutton making be subordinated.

The big farms of Ohio and other sections of the east must be subdivided in response to economic changes, as under the present system overhead charges, such as taxes and labor, cannot be met. A demonstration of this is the subdivision of the 4,000 acre farm of Chas. Persinger of Fayette County, Ohio, until now devoted to cattle feeding and hog raising.

Unless the differential is maintained eastern packers will be unable to buy advantageously at Chicago and other western markets as at present and not only will they be crippled, but producers will be deprived of the healthy competition they now furnish at the market. So far as distribution of their product is concerned eastern packers enjoy an undoubted strategic position, but it could be destroyed overnight by putting livestock and dressed meat rates on a parity or seriously disturbing existing differentials. The Na-

tional and Chicago Livestock Exchanges, of which I am President, have taken steps to oppose the application of Iowa packers and packers whose business is actually menaced by the proposition should do likewise.

#### Shaping Supply to Demand.

One feature of our work has long felt the need of improvement and I feel that the time is at hand when an effort should be made in that direction. I refer to the possibility of shaping and regulating our supply of livestock to fit the demand and requirement of the packers.

Let me illustrate: For more than half a century the packers have stood at the great central markets and have bought every animal offered for sale. They come to him in far more than the famed "57 varieties," but he has always accepted them uncomplainingly and trusted to luck in being able to place the products derived therefrom. All too frequently he has had to write off a substantial loss on his transactions.

I feel that it is time for the packers to take us—the producer and his market representative—into their confidence and let us see if we cannot render him material aid. Let him tell the country of the changing demand from consumers at home and abroad, and, perhaps, we may make production conform to that demand.

Possibly we may by mutual effort be able to eliminate much of this junk the market frequently has difficulty in digesting. In the case of livestock production everything goes to the market while with many other agricultural commodities, of which fruit is an example, only the qualified portion of the crop reaches commercial channels.

Producers should be educated to the constantly changing trend of consumption of which baby beef is a current illustration. The time is here when "knowing how" will be worth something to producers.

#### May Boost Bacon Hog.

With respect to hogs it is possible that we say, in certain sections where corn is not the staple crop, establish the bacon type with a view to competing with Danish product in the British market.

Let me urge here and now that the packers convey to the producer through his agent—the commission man—all information on conditions of this kind. Where

the trend of consumption is toward a well understood end it may be possible to reshape our production policy to meet that demand.

Moreover, we must recognize that all products, be they meat or manufactured articles, must be what the consumer is demanding and not what the producer elects to produce. That has long been recognized as the weakness of American exporters and it is right now a condition in domestic consumption.

#### The Most Logical Contact.

Whatever contact is to be established between the packer and the producer can be best effected through the producer's market agency—the commission man. Our people have long stood as a protecting agency to counsel and advise with the producer on matters of interest and this relationship has justly earned for us his fullest confidence.

Probably the best illustration of co-operative effort through the medium of my people is that of the work of the National Live Stock and Meat Board. Here we have constructed a splendid machine for the general good of an industry. Should it accomplish its purpose—and its good effects are already noticeable—there will be an increased consumption of meat products, increased receipts, better and more stable prices, better breeds of livestock and a general improvement in every branch of the industry.

This is truly a splendid work deserving of the fullest co-operation by every factor.

#### National Livestock and Meat Board.

My people have concurred in the plan and have undertaken to provide the necessary funds by collecting an equal amount from the producing and packing branches. We have experienced some difficulty in "selling" the idea to some producers, but this will be accomplished in due time.

We have also had some trouble in convincing some of you gentlemen, but we have faith in the ultimate outcome. I urge upon every man in this room to take steps to authorize his organization to fully co-operate in this splendid work and he can, by so doing, hasten the day when there will be the much to be desired harmony and perfect understanding throughout the industry.

The intelligence and energy behind the livestock industry is on the farms and not on the stump. Its problems are not being solved by loose-mouthed politicians or selfish agitators. The real farmer is working; not talking. Problems have always existed and always will in every industry.

In meeting them we must be dominated by the spirit of compromise, looking at each as it arises from the other fellow's angle as well as that of ourselves. Only by taking this attitude can the different elements get together on a basis of understanding.

Each branch of this great industry is interdependent, a fact we cannot afford to ignore; every complaint may have merit and every disagreement is susceptible of adjustment. Future success can only be reached by avoiding past errors. (Applause.)

**CHAIRMAN HEINEMAN:** We thank Mr. Brown for appearing here today and giving us this viewpoint, which I am sure is of interest to us all.

You are all aware, I assume, of the work of the Meat Councils and the fact that they have been organized and fostered in a number of different cities and that that work is going forward.

There are two men responsible for the organization of those Meat Councils, and our next speaker was one of those men. I therefore take great pleasure in presenting to you that speaker, who will discuss with you "Retail Distribution." Mr. George Kramer, representative of the United Master Butchers' Association of America. Mr. Kramer.



"EVERYBODY'S FRIEND" ESCORTS THE OLD INSPECTOR  
Joe Hig does the honors for Fred H. White, the oldest provision inspector in the industry.

## Retail Distribution

By George Kramer, United Master Butchers of America, Inc.

It is quite a novelty for a retailer to be among so many packers, but I do not in the least feel as Little Red Riding Hood felt when she met up with the wolves in the well-known fairy tale. I appreciate the honor conferred upon me at being invited to speak before the Eighteenth Annual Convention of the Institute of American Meat Packers, and the subject of Retail Distribution, as applied to the meat business, is one of vital interest to the wholesalers, as well.

In the twenty-five years in which I have conducted meat markets in New York I have observed a steady growth in the methods of distribution. Government, State and City Inspection have exercised a certain control over the retail butcher shops; increasing competition has compelled butchers to scrutinize carefully all chances for waste, and the installation of simplified bookkeeping systems by the Bureau of Economics of the Department of Agriculture has offered the dealer the opportunity of knowing at the end of each month whether he has made a profit—how much—or whether his books show a loss.

### Four Types of Meat Markets.

During my visits to various cities in the country I have observed that there are four types of stores handling meat products:

First—The straight meat market, handling nothing but meats, with several clerks behind the counters.

Second—The one-man meat market, where a single butcher conducts the business.

Third—The combination meat market and delicatessen store.

Fourth—The combination meat market and grocery store.

It might be well at this time to classify these four types of markets more specifically before launching out into other phases of retail distribution. The straight meat market is one which strikes for a volume of business. "Many small and large sales" is the slogan, and inasmuch as this type of market automatically moves more meat over the counters it should be encouraged by the stock raisers and packers. This type of market has in its power to promote a greater consumption of meat products than the other three types I have mentioned.

### One-Man Market's Watchword Is "Service."

The watchword of the one-man meat market is "service." A human being, and we will all agree that butchers many times fall within that category, has but two hands to work with behind the block. The average man can wait upon a certain number of customers daily. So long as he is the single point of contact with purchasers, it behooves him to give "service."

In the first place he handles a good grade of meat. Because of this, and the personal attention he bestows upon customers, he is justified in asking and obtaining better prices for his products. This one thing—"Service"—more than any other, will serve to keep the small one-man shop in existence and return an adequate profit. Mr. L. D. H. Weld, manager of the Commercial Research Bureau of Swift & Company, Chicago, in a recent magazine article in *System*, has this to say about the small meat shop:

"Small stores have found that by using more up-to-date methods by keeping a cleaner and faster-moving stock of goods, and by making their personality and service count, they can successfully withstand the competition of chain stores. It is doubtful whether the chains have reduced the total number of stores at all. They may have resulted in a larger number."

### Courtesy Is a Great Asset.

Courtesy is another thing never to be

overlooked in the small shop. The man behind the counter might do well to remember the comment passed upon courtesy by one of America's greatest philosophers. It was Ralph Waldo Emerson who once said:

"Courtesy is a thing that is worth a million dollars and doesn't cost a single cent." It is just as easy to be polite as to be gruff, and being polite pays in the long run. The man behind the counter need not be subservient and become a flatterer but he has learned absolutely nothing about the importance of his position until he knows that it devolves upon him to be a hail-fellow-well-met and to never hurt anybody's feelings.

In many cases children do the shopping, and they want to go not to the man who pouts and sulks the livelong day, but to the individual who treats them cordially and helps make their visit to the shop a thing to be looked forward to rather than to be dreaded.

In the case of the one-man shop they all sell about the same grade of meat. Hence, there is no talking point for any of them when the question of quality arises, and each shop has to work out its



GEORGE KRAMER  
(United Master Butchers of America)  
Speaker at the Convention.

own salvation by trying to give its customers what the other shops lack.

It will be found that the thing that helps more than anything is the amount of service the individual shop can render. Making service, delivery, etc., a talking point, and then backing up that point with real, efficient service, is a step in the proper direction. Quality is the magnet that draws customers to the shop, but service is the factor that keeps them coming.

### Meat Market and Delicatessen.

The combination meat market and delicatessen shop is fast establishing a strong foothold in the East. The chief reason for this lies in the fact that many housekeepers, especially the younger wives, I am sorry to admit, would rather buy ready-cooked meats than undertake the task of cooking them in their own home.

To an old-established family man, used to home-cooked meals, where adequate preparation is "not too much bother," this growing tendency among wives to rush into a delicatessen store at a quarter to six in the evening and order some cooked meats, sliced thin; rush home and have it

barely on the table when her lord and master returns from a hard day's work, is just cause for alarm. Not only does this practice mean less consumption of meat, but proves that many husbands are satisfied with "pick-me-ups."

When the combination meat market and delicatessen shop keeper keeps a separate account for his fresh meats and delicatessen business, he soon finds that the profits from the cooked meats side of his store exceed by far that taken in from the sale of his fresh meats.

### Combination Meat Market and Grocery.

In describing briefly the fourth type of meat shop—the combination meat market and grocery store—it may be said at the start that seldom does the meat department of such a combination store return a profit on the investment applied to meats. The usual groceryman gives little time and attaches in many instances little importance to the sale of what meat he does lay in, that he frequently takes a loss. The preponderance of grocery sales automatically lulls the store owner into a lethargy, so far as applying efficient distribution methods to his business.

### Meat Retailing a Science.

The retailing of meats is a science, and needs intensive study to bring it to its highest achievement and get the best results. In the meat business today there are many problems that demand close attention. The business is affected by increase and decrease in population, by prices of meats, by transportation facilities and the prosperity of the community.

Due consideration of the distribution of meats must include the wholesale and retail branches of the meat industry, and while the wholesalers' transactions are in large volume, it is the retailer that passes out the major part of the meat of the nation in pounds and ounces.

### Fundamentals of Retailing.

Let us pause to consider the factors. First, market prices; second, trade customs; third, seasonal demands; fourth, accounting systems, and so on, in the order of their importance; credits, deliveries, methods of cutting, wholesale and retail, advertising, value of respective positions of employees, trade or local regulations, labor, local, city, and state laws relating to the retailing of meats, cost of service and opportunities for improvement.

The merchant must be a fair judge of human nature. Certain classes of trade desire the choicest of meats, demand most select cuts and high-class delivery service, regardless of price; while others think meat is meat, regardless of grade or classification. He must be a good judge of classes and grades of beef, pork, veal, lamb and mutton, to give him a decided advantage in selection.

### Delivery an Important Item.

The subject of delivery is an important item in store management. Delivery usually necessitates an additional expense in doing business. In such a case the cost of doing business is much larger than where a direct selection of cut meats is made and not delivered. Many retailers operate a delivery system, while ignorant of the cost of maintaining it, and in many cases sufficient deliveries are not made to warrant the continued expense. Few retailers know exactly the cost of their delivery. The public at large has no conception of what it costs to deliver goods. But from actual figures it has been demonstrated that the actual cost to deliver goods is from eight to fifteen cents per stop. A luxurious delivery system draws heavily upon the cost of extra labor, equipment, paper, time and other materials.

### Few Retailers Understands Costs.

So far as costs are concerned, I am of the firm belief that too many retailers are not properly instructed as to their occu-



pation, particularly in figuring the cost of wholesale cuts from the various carcasses. When food products were low in price and plentiful, waste and careless methods did not materially affect the consumer. Many retailers conduct their business with a limited bookkeeping knowledge as to cost of stock sold, labor, overhead, or expenses in general, and others simply make a guess.

Too many retailers are anxious to extend credit without having a proper credit system. Under the credit system each separate sale must be charged to the individual customer, and at the end of the month statements are rendered. The average credit market has about two or three times as much capital invested in accounts as it has in stock and fixtures.

The fact that a customer has established a credit account at a market usually leads to extravagance. There is danger of slow-paying customers affecting the attitude of those who never fail to meet an obligation. Where such conditions is noticeable the merchant should collect accounts promptly.

#### Use Care in Extending Credit.

Great care should be exercised in extending credit, that the customer who goes into a market and makes a purchase on the cash-and-carry basis is not affected thereby. Slow-paying customers cause unnecessary worry and a loss of time in collection, and, finally, bills which never can be collected are charged on and show great losses in business.

But, gentlemen, credit has some advantages. The extension of credit to customers makes them regular customers; it develops confidence in a store, lessens complaints, usually shows a larger average increase of sales per person, makes better merchants (due to the fact that they are obliged to keep books), has a tendency to attract a better class of trade; has a marked effect on the future of the business; is a customary convenience for the public and recognized by modern society with certain marked advantages of economy of time as against a C. O. D. system. A fixed policy of credit can be arranged by the merchant which will build up his business with small credit losses and with a small amount of capital.

#### The Retailer's Own Bills.

And now we come to the subject of the retailer paying his own bills. The best possible method of payment he can use is to pay his wholesale or packer bills on a weekly basis, as the policy of extending credit for longer periods leads to his liberality in carrying large balances and further extensions of credit to his customers, and in the end he is embarrassed by financial difficulties.

What should the butcher charge for his meats? Men familiar with the meat business know that high prices are not necessarily conducive to larger profits. Meat being perishable, a large volume and quick turnover, with small profits, are preferred to a wide margin of profit. As prices rise, the consumption of meat generally is curtailed. The retailer and the packer could well afford to see all meat products sell for less than the prevailing prices if it would not embarrass production, because it would lead to greater consumption by the public, consequently more business.

A carcass of beef when slaughtered and dressed for market as the retailer buys it, will average about 55 to 58 per cent of its live weight. This carcass of beef, however, is not all sirloin and prime rib cuts. There are plates, flanks, suet, briskets, chucks, and rounds. The so-called "rough meats" are sold for cost or less, according to the demands of the consumer.

Under normal trade conditions, prices of particular cuts, such as loins, ribs, etc., are usually promoted according to the relative value of cuts in carcasses, and are usually promoted according to the relative value of cuts in carcasses, and are sub-

ject to supply and demand, which, in turn, varies according to the season.

There are periods of the year when certain cuts, such as chucks, plates or rounds are termed a drag on the market, and cause a proportionate advance on the cuts in demand, and such conditions directly influence the retail cost to consumers. The prices of meats are proportionately higher in wholesale cuts than the supposed value in carcass form. This is necessary to cover the cost of labor and accommodation in catering to the demand of the retail trade, which, in turn, is caused by the demand of the consumer.

#### Retailer's Success Depends on Volume.

The success of the retailer depends on his ability to increase his volume, the increase of volume depends upon the quality price of meats.

As the present price paid for live stock is high, and the increasing demands of the country offer little hope for lower prices, there is great need of eliminating all waste and unnecessary expense in the manufacture and distribution of meats from the producer to the consumer, in the hope of lowering prices in the future, or even of maintaining them at the present level.



D. C. ROBERTSON  
(Miller & Hart, Inc., Chicago)  
Retiring Director of the Institute.

It has been only within a very few years that any really concerted interest has been shown or study made of the marketing of livestock and the distribution of meats as a factor of primary interest to the Nation's welfare. But the government already has made a considerable beginning along the lines outlined above, and a continuation of these efforts may be expected to bring about improvements and economies beneficial alike to producer, dealer and consumer.

#### Dr. Secrist's Reports on Meat Retailing.

I will not take up your time by going into the details of Professor Secrist's report on the cost and expenses of retailing meat, which was delivered by the Director of the Northwestern University's Bureau of Business Research at the recent National Convention of the Master Butchers' Association in Pittsburgh, but I would like to mention a few of the facts brought out during a six-month period of investigation:

"That the dealers taking the lightest toll from their customers have the most profitable business.

"That every dealer whose expense margin reached 25 per cent of sales has been operating at a loss.

"That nine of every ten stores operating at an expense margin below eighteen per cent made a profit."

#### Figures Support All Statements.

In the complete report, facts and figures to support the above-mentioned three items are given. This research is probably the most accurate study ever made of the cost, expense and profit or loss of retailing any commodity, according to officials of the National Association of Meat Councils.

The Government and the Northwestern University, at the request of the National Association of Meat Councils, prepared and installed model systems of simple accounts in the meat stores before inviting monthly reports of costs, expenses and profits. Field men are and have been supervising the installations and assisting with the returns. It is confidently expected that this study, which is just beginning to yield concrete results, will promote improved merchandising, with consequent benefit to dealers and public. Each of these dealers gets a report showing how each of his items of expense compares with the average.

Mr. W. W. Woods, Director of the Department of Education and Research of the Institute in Chicago, has, I understand, issued a statement on the report of Dr. Secrist.

#### Inform Public on Vital Meat Facts.

I am a firm believer in keeping the public well informed concerning vital facts connected with the meat industry. Publicity stories circulated by the Secretaries of the Meat Councils in co-operation with the wholesale and retail members have done much to bring about a better understanding of meats to buy at the shops. The meat cutting demonstrations and rallies, some of which the public were invited, have taught the housewives and buyers of retail meats much good and aided materially in meat consumption.

#### Suggestions for Increasing Meat Eating.

In closing I want to go on record with these suggestions toward a greater consumption of meat:

Enable the retailer to buy a fair quality of meat—at a fair price.

Continue to keep the public informed of the various methods of preparing tasty and nutritious dishes from the lesser-known cuts, and thus enlighten the consumer to other cuts than steaks and chops, of which there is never a surplus.

Continue the support of the Meat Councils in their efforts to bring about a closer harmony between retailer and wholesaler toward correcting some of the now existing differences of opinion over the ethics of business.

Suggest to the Department of Agriculture, Bureau of Economics, that the services of the field men in installing and instructing the retail butcher in simplified accounts, should be continued.

PRESIDENT HERRICK: We have in this industry two neighbors, the one on the one side being the livestock industry, and the one on the other side the distributor, the retailer, and I am sure we are glad to have heard from both of them this morning, and to have had their views. We will now rush along just as fast as possible in order that the adjournment may not be unduly delayed. We have several reports, the first the Report of the Resolutions Committee, Dr. R. F. Eagle, Chairman.

DR. EAGLE: Mr. Chairman, I will read the entire set of Resolutions that are being placed before the Convention by the Resolutions Committee, and I would suggest that action be taken on them as a whole, unless there is some exception.

#### Report of the Resolutions Committee

WHEREAS, the entertainment features of the Eighteenth Annual Convention of the Institute of American Meat Packers, held in Atlantic City, September 17th to 19th inclusive, 1923, have been successfully carried out in every detail; and

WHEREAS, the success in this connection is due to the untiring efforts of the local Committee on Arrangements and Entertainment, be it therefore

RESOLVED, That each of the members of these various committees accept this resolution as extending to them the personal thanks and appreciation of each one in attendance at the Convention.

#### Tuberculosis Control.

WHEREAS, the control of animal tuberculosis in the United States is greatly dependent upon the financial support given to the co-operative livestock sanitary control forces, which support, in a great measure, represents Federal, State and County appropriation of public funds; therefore, be it

RESOLVED, That the membership of the Institute of American Meat Packers pledge themselves to use their influence, wherever consistent, in the interest of obtaining appropriations of public funds in support of tuberculosis control work.

#### Animal Disease Control.

WHEREAS, the United States Bureau of Animal Industry, in co-operation with various livestock and traders' exchanges, have recently instituted a co-operative plan for vaccinating livestock in public stockyards destined to the country, against hemorrhagic septicaemia; and

WHEREAS, this important step in the interests of animal disease control will result in a direct saving to the owners of livestock as well as a reduction in the condemnations for pneumonia in official establishments; therefore, be it

RESOLVED, That the Institute of American Meat Packers commend the United States Bureau of Animal Industry, livestock and traders' exchanges, for the vigorous manner in which they have conducted the work so far; and be it further

RESOLVED, That the Institute pledge its support and co-operation.

#### Modify Margarine Laws.

WHEREAS, the members of our Institute are interested in the oleomargarine industry, either as manufacturers or dealers in oleomargarine or in producing fats and oils for sale to oleomargarine manufacturers; and

WHEREAS, it is apparent that the growth and development of the oleomargarine industry is now and has been for many years hampered and restricted by drastic laws, regulations and licenses, both Federal and State, affecting the manufacture and sale of oleomargarine, notwithstanding its purity and wholesomeness, with the result that the public is in many cases discouraged from purchasing oleomargarine; now, therefore, be it

RESOLVED, By this Institute in convention assembled, that such laws, regulations and licenses should be modified or relaxed, in order that oleomargarine may have a fairer chance in open competition; and be it further

RESOLVED, That the officers and members of our Institute, as occasion offers, urge this fact upon legislators or Bureau officials having charge of the enforcement of oleomargarine legislation.

#### Endorse Livestock and Meat Board.

WHEREAS, the National Livestock and Meat Board has functioned vigorously in the interest of the livestock and meat industry, not only in successfully promoting "Meat for Health Week," but also in enlisting the cordial co-operation of all factors in the industry in the interests of our common product; and

WHEREAS, the National Livestock and Meat Board is acknowledged as a splendid medium through which all interests of the industry as a whole can co-operate; be it, therefore,

RESOLVED, That this organization further endorse the work of the Board, and further, that we urge all member companies of the Institute to support the Board both morally and financially.

#### Thanks for Special Train.

Whereas, It is a well-known fact that a

pleasant journey to an intended destination is the first essential to an enjoyable stay; and

Whereas, It was necessary for many of the Institute's members to make a long railway journey to Atlantic City for the purpose of attending the eighteenth annual convention; and

Whereas, It was made possible for members located at Chicago, points west thereof, and points intermediate to Atlantic City, to make the journey on a special train, arranged for through the joint co-operative efforts of the Institute Special Train Committee, consisting of George A. Blair and Ralph D. MacManus, and the passenger representatives of the Pennsylvania Railroad, and more particularly W. E. Blachley, division passenger agent, and A. E. Butin, district passenger representative, both of Chicago; therefore be it

Resolved, That the Institute of American Meat Packers convey its official thanks to those who made the trip of the train such a complete success; and be it further

Resolved, That a copy of this resolution be transmitted to the chief executive of the Pennsylvania Railroad as a token of our appreciation of the work of their representatives.

#### Favor Advertising Plan.

Whereas, Other food industries are



HOWARD R. SMITH  
(Shafer & Co., Baltimore, Md.)

Chairman Sub-Committee on Soft and Oily Hogs.

carrying on associated advertising, financed collectively, and utilizing page space in newspapers, magazines and other mediums; and

Whereas, Such advertising presses on the consumer the merits of the foods so advertised and thereby induces him to eat larger quantities thereof; and

Whereas, The total amount of food which the consumer should and can eat is limited, with the consequence that an increase in the quantity which he eats of one food usually means a decrease in the quantity which he eats of some other food or foods; and

Whereas, The consumption of other foods has been increased by the sort of advertising material above referred to; and

Whereas, Meat has not been so advertised; and

Whereas, The packing industry now seems to have plants and equipment capable of producing more meat than can be sold for consumption at levels showing continuously a reasonable margin of profit; now, therefore, be it

Resolved, That the President of the Institute of American Meat Packers at his leisure following the convention is specifically authorized and requested to appoint a committee on associative advertising to

study and report its findings and recommendations.

#### Lesions on Hog Glands.

Whereas, There seems to be a doubt that all pin-point lesions in the cervical glands of swine are of an infectious character; and

Whereas, The Bureau of Animal Industry is causing such heads at present to be sterilized with considerable loss to the industry of muscle tissue, jowls; and

Whereas, In the case of the manufacture of English meats such as Wiltshires and Cumberlands, the cutting away of glands, supposedly infected on the basis of said pin-point lesions, results in these carcasses producing No. 2 English cuts with great loss to the American packers; be it

Resolved, That the Bureau of Animal Industry be respectfully urged to conduct a widespread investigation at official establishments at the earliest possible moment for the purpose of definitely determining the nature of this doubtful condition, which investigation may result in saving to the American packer and the nation at large.

#### In Memory of Warren Harding.

Whereas, Almighty God, in His infinite wisdom, has seen fit to remove from this nation our beloved late President, Warren G. Harding, therefore be it

Resolved, That this organization go on record as deeply mourning his loss; and be it further

Resolved, That a copy of this resolution be spread upon our records.

DR. EAGLE: Mr. President, I move the adoption of these resolutions [Motion duly seconded, put to vote, and carried.]

PRESIDENT HERRICK: The next chairman's report is that of the Obituary Committee. I will ask Mr. Heinemann to read the report of Mr. Oscar F. Mayer, chairman.

MR. HEINEMANN: Mr. Mayer was compelled to leave yesterday afternoon, and asked me to read his report. [Here the report of the Obituary Committee was read, giving the names of those who have passed away during the past year.]

MR. HEINEMANN: I move its adoption. [Motion duly seconded and carried.]

#### Admission of Associate Members.

PRESIDENT HERRICK: I am going to put off for just a minute the report of the Nominating Committee and take up new business; that is, amendments to constitution and by-laws.

There is a possibility that a situation may arise under which it would be advisable to admit into the organization associate members. According to our constitution it can only be amended at our annual convention; therefore, the Executive Committee yesterday recommended an amendment to our constitution that would permit the introduction of associate members. I will ask the secretary to read that proposed amendment.

VICE-PRESIDENT HEINEMANN: It is proposed to amend Article 3 of the constitution to read as follows:

#### Membership.

Article 3. The membership of the Institute shall be divided into three classes, viz.:

"First, Regular Members—Any person, firm or corporate company, engaged in slaughtering livestock or the curing or canning of meat animal products, for consumption as food, on his or their own account, may become a regular member of the Institute upon such terms and conditions as the by-laws may provide. Membership must be in the name of such person, firm or company according to his or their business title, and no subsidiary concern of such person, firm or corporate company shall be admitted to regular membership.

"Second, Honorary Members—Any person who has been of exceptional service to the Institute or the meat packing industry may be elected an honorary member upon such terms and conditions as the By-laws may provide.



"Third, Associate Members—Any person, firm or corporation whose business interests bring them into contact with the meat packing industry. This membership may include those engaged in the manufacture or sale of food products, chemicals or by-products derived from the meat packing industry, or those who furnish machinery or supplies to regular members. Associate members may be admitted only upon such terms and conditions as the by-laws may provide."

**PRESIDENT HERRICK:** May we hear a motion on that?

**MR. G. F. SWIFT:** I make a motion that the amendment be adopted.

(Motion duly seconded, put to a vote, and carried.)

**MR. CREIGH:** I suggest, Mr. Chairman, that this resolution be put in the hands of the new Chairman of the Legal Committee, so that the legal technicalities in that amendment may be provided for.

**PRESIDENT HERRICK:** We can do that without a motion, and we will be glad to do it.

#### A Slogan for the Year.

Is there any other new business to be presented?

**MR. CARL M. ALDRICH:** Mr. Chairman, I would like to suggest for the consideration of the Institute the adoption of a slogan for the coming year, so that we may keep constantly before us the things that we have listened to in these papers, which we have had the pleasure of hearing during this convention.

We all certainly recognize the wonderful value of these papers, and what they have brought home to us by way of our personal responsibility, both as corporations and individuals, and I move that we adopt as a slogan for the coming year that simple Scriptural verse: "Let every man sweep up against his own door-step." I will offer that in the form of a motion.

(Motion duly seconded and carried.)

**PRESIDENT HERRICK:** It is carried and so ordered.

Is there any further new business? Is there anything left on the calendar of unfinished business from the last meeting?

**MR. HEINEMANN:** There is not, Mr. President.

**PRESIDENT HERRICK:** There remains but one thing, and that is the report of the Nominating Committee. I am going to ask Mr. Thomas Creigh to take the chair, to receive that report.

(Mr. Thomas Creigh took the chair.)

### Report of Nominating Committee

**CHAIRMAN CREIGH:** I do not think it requires one to be the son of a prophet to anticipate some of the details that may be in this report. Mr. White is the Chairman of this Committee.

**A. D. WHITE:** As Chairman of the Nominating Committee, I will read the following report:

To the 1923 Convention of the Institute of American Meat Packers:

The nominations for officers for the ensuing year are as follows:

President—Charles E. Herrick, Brennan Packing Company, Chicago.

Treasurer—John T. Agar, Wm. Davies Company, Inc., Chicago.

Vice-President—C. B. Heinemann, Chicago.

Vice-President—W. W. Woods, Chicago.

Vice-President—E. C. Merritt, Indianapolis Abattoir Co., Indianapolis, Ind.

Vice-President—J. C. Dold, Jacob Dold Packing Company, Buffalo, N. Y.

Vice-President—J. J. Felin, John J. Felin & Co., Inc., Philadelphia, Pa.

Directors for three-year term—J. E. Decker, Jacob E. Decker & Sons, Mason City, Iowa; F. S. Snyder, Batchelder & Snyder, Boston, Mass.; R. T. Keefe, Henneberry & Co., Arkansas City, Kans.; Fred Guggenheim, Guggenheim Brothers, Chicago, Ill.; Myron McMillan, J. T. McMillan Company, Inc., St. Paul, Minn.

Central Administrative Committee—C. E. Herrick, Brennan Packing Company, Chicago; Thomas E. Wilson, Wilson & Company, Chicago; G. F. Swift, Swift & Company, Chicago; T. Davis Hill, Corkran, Hill & Company, Baltimore, Md.

Institute Plan Commission—Thomas E. Wilson, Chairman, Wilson & Company, Chicago, Ill.

(Signed) RALPH DOLD,  
A. C. HOFMANN,  
D. G. MADDEN,  
E. C. MERRITT,  
A. D. WHITE, Chairman.

**CHAIRMAN CREIGH:** Gentlemen, you have heard the report of the Nominating Committee. A motion now would be in order signifying what you care to do with it.

**MR. A. D. WHITE:** I move the adoption of the report, Mr. Chairman, and that the gentlemen named be declared elected as the officers of the Institute of American Meat Packers for the coming year.

(Motion duly seconded.)

**CHAIRMAN CREIGH:** I do not think at this time that we will take the opportunity of having any remarks made, but I would put the motion, and ask that it be adopted by a rising vote, and I am sure on behalf of every member of the Institute



A. D. WHITE  
(Swift and Company, Chicago)  
Chairman Committee on Nominations.

that I can thank Mr. Herrick and the other officers, and congratulate you upon the service you have given us in the past, and to hope that your work will be even more onerous for the future, and promise each and all of you hearty support, even in better measure than we have given it to you in the past year.

(The motion was put to a vote and adopted by a rising vote, following which President Herrick resumed the chair.)

#### Asks for Renewed Help.

**PRESIDENT HERRICK:** The hour is late and I am sure you do not expect to hear any more from me at this convention, or at least a very few words. That will be in asking those who have been elected to come forward. I see a few of them in the room. I am sorry they are not all here. Mr. Woods and Mr. Dold are here. Some of them are serving on committees.

I am sure you know them all, and I am confident that with their support and help this Institute may go forward again through another year. I should have been very glad indeed to have been relieved of this duty. I have found the work very enjoyable, through your hearty co-operation, and through that only may we hope to succeed.

Is there any further business to come

before this convention? If not, a motion to adjourn is in order.

(On motion, duly seconded and carried, the Eighteenth Annual Convention of the Institute of American Meat Packers adjourned sine die.)

### Report of the Committee on Practical Research

By Arthur W. Cushman, Chairman.

Early in the year your Committee estimated that, to carry on the work expected in practical research, an annual appropriation of \$10,000.00 would suffice to pay the salary of a director and incidental expenses until such time as important work required additional funds.

No valuable research work can be accomplished unless a definite line of procedure can be laid out and maintained. The Committee can only act in an advisory capacity, and lend its support when called upon by the investigator—in this particular instance the Director of Practical Research.

#### Choosing Practical Director.

Our first duty, therefore, was that of securing a director, and it was obvious that agreeable personality, a well grounded experience in packinghouse operations, executive ability and an analytical turn of mind must be the qualities and possession of the man selected. The task was no small one, and we feel that the entire field of available men, so far as we know, was carefully considered. Several times we were on the point of selecting a man, but did not finally close until we secured the services of Mr. John P. Harris, who began his work September 1.

Some preliminary work has been done, more notably more humane methods of killing livestock, investigation of motor-driven equipment for skinning cattle, and quicker and safer methods of defrosting meat. However, no investigations have been completed, but with an able director sensitive to the opportunities in practical research, this division of the Institute Plan will soon be under full power and on the way toward accomplishing results far beyond the expectations of its most enthusiastic supporters.

It has not been necessary to draw very heavily upon the appropriation made to the Committee by the Institute Plan Commission, and there now remains to the credit of the Committee on Practical Research the sum of \$9,500.

Inasmuch as the Committee on Packinghouse Practice and the Committee on Practical Research are co-related, and the personnel of both committees, in many cases interlocking, we believe these two committees could be consolidated to considerable advantage, saving much time and expense. This means, then, the abolishment of the Committee on Packinghouse Practice, and clearing all subjects relating to practical problems through the office of the Director of Practical Research.

#### PACKER ROTARIANS GATHER.

Nineteen members of Rotary Clubs in attendance at the convention attended the Tuesday luncheon of the Rotary Club of Atlantic City, in the grill of the Ritz-Carlton Hotel. They were headed by President Charles E. Herrick, who is a director of the mother Rotary Club No. 1 of Chicago, and an enthusiastic Rotarian. G. H. Nuckolls of Pueblo, Colo., a past president of his club; Carl M. Aldrich, who belongs to the Rotary Club at Chatham, Ont.; J. W. Rath of Waterloo, Iowa; C. H. Ogden of Pittsburgh; Geo. A. Blair of Chicago, and Paul I. Aldrich, editor of THE NATIONAL PROVISIONER—fellow-members of Chicago No. 1—were among the Rotarians in attendance.

## Reports of Standing Committees of the Institute

### Report of Committee on Foreign Relations and Trade

By W. W. Shoemaker, Acting Chairman.

The Institute's Committee on Foreign Relations and Trade has continued functioning as in previous years and has sought to establish and maintain cordial relations between our members and foreign buyers and their organizations. Among the subjects given consideration were the following:

#### British Requisitioned Goods.

As the result of a test case brought by a member company, an arbitrator was appointed to hear evidence and make an award in that packer's claim against the British Government.

The award as announced practically sustains the contentions of American Packers, and is adverse to those of the Crown.

An appeal has been taken by the Crown and the case on appeal will probably not come up before the end of the present year.

Practically all of the smaller packers accepted a compromise of their claims, but a considerable sum is still outstanding.

#### Publicity Campaign in Europe.

There has been some discussion on the subject of ways and means of reaching consumers abroad in an effort to broaden the demand for American meats. Early in the year a film was prepared under the auspices of the United States Department of Agriculture, and in cooperation with this and other Institute committees, on the subject of American pork products. This film was entitled "Behind the Breakfast Table," and copies of the film have been sent to every country in Europe with subtitles translated into the proper language of each country.

There was some discussion as to the advisability of raising a fund to underwrite a wider distribution of this film, but your Committee did not unanimously concur in that suggestion.

#### New and Unusual Trade Terms.

Despite the admonitions of your Committee, foreign buyers frequently prevail upon our members to contract for the sale of goods on new or unusual terms of sale. We urge that every member insist upon the use of standard terms, which are in general use and not subject to ambiguous interpretations. We have found no safer plan than a strict adherence to the foreign trade terms recommended for the use of our members some time ago. By such a method of uniformity, all disputes may be avoided.

Incidentally, a number of our members find that it is possible to trade with foreign buyers on the basis of our foreign trade terms without any difficulty, even though some of the foreign trade exchanges have not agreed to the use of the standard terms specified in our general contract.

#### Uniform C. I. F. Sales Contract.

The work of compiling a uniform c. i. f. sales contract for use in countries not covered by a special contract was completed within the year, and copies sent to members. While the new form has been generally adopted, some members have indicated their intentions of continuing to use their own forms. The uniform contract is undergoing some further study by the Committee in the hope that all objections may be met.

#### Special Sales Contracts.

Full and final approval of the special sales and arbitration contracts in use in Holland trade has been given. The completed forms have been distributed to exporting members, and our relations with

the Dutch buyers have remained most cordial.

The United Kingdom forms have been quite generally, but not wholly, approved by their provision boards. London continues to argue for further modifications despite their agreement with our Committee. While the points not yet reconciled are few in number and minor in character, it is unfortunately true that there has been no final agreement.

We hold to the belief that the agreement made by our Committee in 1921 should be fully carried out and the rules given a fair trial before suggested changes are accepted. If the trial proves that hardships have been unwittingly imposed upon either side then, and not until then, will your Committee feel inclined to accept modifications.

#### Special Report on Export Trade.

The U. S. Department of Commerce has undertaken the preparation of a special report on the export situation as it applies to agricultural products. A section will be devoted to livestock and meats, and



ROBERT MAIR

(Swift & Company, Chicago).

Chairman Committee on Foreign Relations and Trade (absent in Europe).

your Committee is cooperating with other committees in the preparation of data for this report.

#### General Export Advice.

Numerous inquiries addressed to the Institute on matters coming within the jurisdiction of this Committee, have been referred to and answered by it. More and more, members are turning to this system of seeking advice which we freely give.

We bespeak the friendly cooperation of every member of the Institute and pledge the aid of this committee to the work of establishing perfect harmony between all interests.

### Report of Committee on Improved Livestock Breeding

By Murdo Mackenzie, Chairman.

Two years have passed since the Committee on Improved Livestock Breeding was founded, and it may be possible at this time to consider in a general way whether the expenditures on behalf of the Committee have really effected any particular results. It is a very difficult matter, however, to compare the direct expenditures the Committee has made with the indirect results in the way of increased

interest in breeding which we believe we have secured.

#### Livestock Prizes Arouse Interest.

The most pronounced effect to be noted is in the increased interest in the cups and medals we have offered, with increased competition in several of the shows where our prizes have been presented a second time. In many of the sections in which our prizes have been offered an increased livestock production has been recorded. But it is not the purpose of the Committee to claim any credit for this, since it is obvious that economic conditions have been a far more important factor in encouraging production than anything the Committee has been able to do.

On the other hand, our work has crystallized the sentiment developing from the activities of many other agencies, thereby promoting not only a belief in better bred sires and better types but in a wider spread use of these classes of animals in market herds. Furthermore, it is possible that the improving market for pure bred beef cattle and swine can be traced in part to the emphasis this Committee has placed on the right kind of seed stock for producing commercial animals.

#### Greater Influence on Cattle.

Our influence has been somewhat less pronounced with relation to swine than with relation to cattle. Swine breeders have been following the will-o'-the-wisp of a type fad, and have ignored, to a certain degree, the outstanding demands of the market. Just what the result of the next year or two in hogs will be is a little doubtful.

The so-called big type of hog which was developed to use the coarser feeds on the farm, came into prominence at the time of high corn prices at the close of the war. Cheap corn the last two years has developed a demand for the more rapidly finishing butcher type. To-day, corn prices are running away from hog prices with great rapidity, and it remains to be seen whether this will have any appreciable effect on the type of hog to be bred the next two or three years.

In his official capacity, the secretary of this Committee has been connected with an experiment conducted at the University of Illinois on the best type of hog for production from weaning time through the market. The general result of this work has been to demonstrate conclusively the fact that the intermediate type of hog is better all the way from birth to market than either the extremely refined fat type or the extremely large framed coarser type.

#### Helping Livestock Producers.

In the State of Indiana there was conducted last year a most successful type of encouragement for hog production, known as the ton-litter club, the purpose of which was to have sows whose litters, regardless of number of pigs, would weigh a ton at six months of age.

The secretary of this Committee spent a week with different representatives of Purdue University in travelling over the state and in discussing with the breeders the matter of hog type as related to the market. The results in this test were most interesting again, since it was found that the middle type of sow, weighing from 300 to 400 pounds, and possessed of smooth shoulders, quality and a high degree of femininity, was the best type of breeding female to have in order to produce such extremely productive results.

The successful results of the Indiana project have caused the adoption of the ton-litter club as a means of improving hogs in numerous other states this year.

#### Danish Improvement System.

At the recent Iowa State Fair, the secretary of this Committee took an active



part in a meeting to discuss the organization of an advanced registry for swine breeding, called by Prof. H. H. Kildee, of the Iowa State College, and H. A. Wallace of Wallaces' Farmer, to consider the Danish improvement system as presented by Dr. T. U. Ellinger, of Armour's Livestock Bureau. The meeting was quite enthusiastic and the cooperation promised indicates that a new step in the breeding of American hogs for market purposes is imminent. The proposed registry plan is based on the ability to produce a large number of pigs per litter, two litters per year, a pound of gain for a minimum quantity of feed, a maximum rate of growth, and a high grade carcass.

#### Advise on Heavy Lamb Problem.

Several members of the committee participated actively in the widespread discussion on the heavy lamb problem last winter. This Committee proposed the practice of using two types of rams on range flocks, the Hampshire and similar breeds for the purpose of producing lambs to market in the milk, and Shropshires, Southdowns and Rambouillets for the purpose of producing feeder lambs.

In general none of the western sheep breeders are in a position definitely to choose which type of breeding they shall follow, but it was nevertheless true that a certain amount of clarification of the question was needed to link up the breeding and the commercial situations. It is gratifying to note that feeders are this year marking a sharp discrimination in price between heavy and light feeder lambs, in line with the price differentials they received last winter.

Outside of the shows, the contacts of the Committee with cattlemen have not been as direct and active as they were the first year. The chairman of the Committee has two or three times made public addresses on cattle subjects. At El Paso, at the meeting of the American National Livestock Association, his extemporaneous remarks on the relation of well bred sires to successful range production and the come-back of the southwestern cattle producer, were received very favorably. With the growing tendency of cattle to be marketed at younger ages, either at the packing house or the feedlot, it is extremely important that the question of the sire be given utmost consideration.

#### Prizes at Livestock Shows.

The greatest advertising and publicity the Committee has received has been through the prizes offered at the various fairs and livestock shows. It has not been the intention of the Committee to expand these offers of prizes too rapidly, but instead to see what we can secure in the way of results by continued application at strategic points.

Under the present system, prizes are offered in each general section of the country, with greatest concentration in sections where the largest shows are held. In the Northeast prizes are offered at the Eastern States Fair at Springfield, Mass.; in the Southeast, at Atlanta, Nashville and Louisville; in the Southwest, at Oklahoma City and Fort Worth; in the Northwest, at Portland and Denver; and in the Middle West, at Chicago, Kansas City, St. Joseph and St. Paul.

#### Limit Work to Centers.

We have had numerous requests to extend our offers to state fairs and other fairs of a more local character, but we have stuck to the main proposition that our purpose is to encourage the market production of well-bred livestock, and we have therefore confined our efforts to market centers or market competitions.

The Committee offered 60 silver cups, 60 second prize ribbons and 49 silver medals, the latter in the boys and girls club work, during the 1922-23 show season.

The winners at the various shows were as follows:

#### EASTERN STATES EXPOSITION Springfield, Mass., Sept. 17-23, 1922 Medals Only.

Best bred Shorthorn steer, Kenneth Ripley, Blandford, Mass.  
Best bred Hereford steer, Wesley Garrius, Storrs, Conn.  
Best bred Aberdeen-Angus steer, Nils Neustrand, Newtown, Conn.

#### ST. JOSEPH STOCKER, FEEDER AND BABY BEEF SHOW

South St. Joseph, Oct. 3-7, 1922  
Medals Only.

Best bred Shorthorn steer, Max Wray, Hopkins, Mo.  
Best bred Hereford steer, Elmer Thornton, Clarkedale, Mo.  
Best bred Aberdeen-Angus steer, Laverne Butts, Ravenwood, Mo.

#### SOUTHEASTERN FAIR Atlanta, Ga., Oct. 12-21, 1922

##### Cups and Ribbons.

Best bred carload Shorthorns, V. H. Mock, Atlanta, Ga.  
Best bred carload Herefords, Ebb Thomae, Nashville, Tenn.  
Best bred carload Duroc-Jersey hogs, State College of Agriculture, Athens, Ga.  
Best bred carload Poland-China hogs, State College of Agriculture, Athens, Ga.  
Best bred carload Hampshire hogs, Brinson & Brinson, Millen, Ga.



MURDO MACKENZIE

(Denver, Colo.),

Chairman Committee on Improved Live Stock Breeding.

#### AMERICAN ROYAL LIVESTOCK SHOW Kansas City, Mo., November 18-25, 1922 Cups and Ribbons.

Best bred carload Shorthorns, Sni-a-Bar Farm, Grainvalley, Mo.  
Best bred carload Herefords, bred by G. A. Fowler, Folsom, N. Mex., exhibited by W. J. Tod, Maple Hill, Kans.  
Best bred carload Aberdeen-Angus, Abbot Reinhold, St. Francis, Kans.  
Best bred carload Spotted Poland-China hogs, C. A. Gooch, Orrick, Mo.  
Best bred carload Hampshire hogs, Isom J. Martin, Kahoka, Mo.

There was no competition for the Poland-China and Duroc-Jersey cups, nor for the second prize ribbons in the above classes.

#### JUNIOR LIVESTOCK SHOW St. Paul, Nov. 15, 16, 17, 1922

##### Medals Only.

Best bred Shorthorn steer, Albert Conzemius, Hastings, Minn.  
Best bred Hereford steer, Thomas Kelly, Lake Benton, Minn.  
Best bred Aberdeen-Angus steer, Granite Falls, Minn.  
Best bred Poland-China pig, Terrence Hagen, Belview, Minn.  
Best bred Duroc-Jersey pig, James Wilson, Pipestone, Minn.  
Best bred Berkshire pig, Gladys Rydeen, Clearwater, Minn.  
Best bred Chester White pig, Zelda Johnson, Sleepy Eye, Minn.  
Best bred Shropshire lamb, Eugene Finney, Humboldt, Minn.  
Best bred Oxford lamb, Hazel Francis, St. James, Minn.  
Best bred Hampshire lamb, Lynn Ziemer, Waltham, Minn.

The medals offered for the best bred Hampshire pig and the best bred Southdown lamb were not awarded, because of lack of competition.

#### INTERNATIONAL LIVESTOCK EXPOSITION

Chicago, December 1-9, 1922

##### Cups and Ribbons.

Best bred carload Shorthorns: Cup—Ghe-nault Todd & Sons, Fayette, Mo.; ribbon—J. D. Waters, Dawson, Ill.  
Best bred carload Herefords: Cup—A. J. Mettler, Menno, S. Dak.; ribbon—W. N. W. Blaney, Denver, Colo.  
Best bred carload Aberdeen-Angus: Cup—G. J. Huglin, Earlham, Iowa; ribbon—John Hubby, Mason City, Ill.  
Best bred carload Poland-China hogs: Cup—A. R. Hamilton, Augusta, Ill.; ribbon—G. E. Phillips, Delavan, Ill.  
Best bred carload Duroc-Jersey hogs: Cup—W. W. Crabb, Delavan, Ill.; ribbon—F. A. Dewell, Lyons, Iowa.  
Best bred carload Hampshire hogs: Cup—Cochran & Peterson, Earlham, Iowa; ribbon—Charles A. Herron, Tipton, Ind.  
Best bred carload Berkshire hogs: Cup—J. H. Nichel & Son, Arenzville, Ill.  
Best bred carload Chester White hogs: Cup—Otto Schoubbe, Harlan, Iowa; ribbon—Wilson Thompson, Bowen, Ill.  
Best bred carload Bacon hogs: Cup—B. F. Harris Farms, Seymour, Ill.; ribbon—B. F. Harris Farms, Seymour, Ill.  
Best bred carload Southdown lambs: Cup—Robert McEwen, London, Ont.; ribbon—W. G. Miles, Evansville, Wis.  
Best bred carload Shropshire lambs: Cup—Foster Bros., Earlham, Iowa; ribbon—H. U. Meekin, Fond du Lac, Wis.  
Best bred carload Rambouillet lambs: Cup—A. A. Cox, Altona, Ill.; ribbon—A. A. Cox, Altona, Ill.  
Best bred carload Oxford lambs: Cup—A. E. Read, Richland, Mich.

There was no competition for the Hampshire sheep cup and ribbon, nor for the second prize ribbons in the Berkshire and Oxford classes.

##### Medals.

Best bred Shorthorn steer, Henry Johnson, Wilson Junction, Iowa.  
Best bred Hereford steer, Chester White, Rochelle, Ill.  
Best bred Aberdeen-Angus steer, Henry Johnson, Wilton Junction, Iowa.  
Best bred Poland-China pig, J. Ralph Peak, Winchester, Ill.  
Best bred Hampshire pig, Lyle F. Shoot, Ashmore, Ill.  
Best bred Shropshire lamb, Collins Thornton, Waukesha, Wis.

Medals were offered for Duroc-Jersey hogs and Southdown and Oxford lambs, but there was no competition in these classes.

#### ANNUAL FAT STOCK EXPOSITION Nashville, Tenn., December 12, 13 and 14, 1922

At Nashville, three silver cups and three second prize ribbons, together with three silver medals were offered and awarded for the best bred showings in the Shorthorn, Hereford and Aberdeen-Angus cattle classes.

#### NATIONAL WESTERN STOCK SHOW

Denver, Jan. 13-20, 1923

##### Cups and Ribbons.

Best bred carload Shorthorns: Cup—Allen Carnahan & Sons, Elbert, Col.; Ribbon—Henry Singer, Castle Rock, Col.  
Best bred carload Herefords: Cup—Henry L. Lowell, Castle Rock, Col.; Ribbon—Chas. Springer Cattle Co., Cimmaron, N. Mex.  
Best bred carload Aberdeen-Angus: Cup—F. G. Smart, McCleave, Col.; Ribbon—R. R. Lucore, Arriba, Col.  
Best bred carload Hampshire hogs: Cup—J. H. Williamson, Beatrice, Nebr.; Ribbon—J. H. Williamson, Beatrice, Nebr.  
Best bred carload Poland-China hogs: Cup—Geo. J. German, Cozad, Nebr.; Ribbon—Geo. J. German, Cozad, Nebr.  
Best bred carload Duroc-Jersey hogs: Cup—Geo. J. German, Cozad, Nebr.; Ribbon—F. J. Schmeckle, Cozad, Nebr.  
Best bred carload Berkshire hogs: Cup—John Mevich, Llewellyn, Nebr.; Ribbon—John Mevich, Llewellyn, Nebr.  
Best bred carload Rambouillet sheep: Cup—Lou Crozier, Greeley, Col.; Ribbon—Evans Feeding Co., Ft. Collins, Col.  
Best bred carload Shropshire sheep: Cup—Kansas State Agr. Col., Manhattan, Kans.; Ribbon—Chas. R. Evans, Ft. Collins, Col.  
Best bred carload Hampshire sheep: Cup—H. W. Parr, Greeley, Colo.; Ribbon—E. F. Munroe, Ft. Collins, Colo.  
Best bred carload Southdown sheep: Cup—R. G. Maxwell & Sons, Ft. Collins, Col.; Ribbon—James Watson, Ft. Collins, Col.  
Best bred carload Oxford sheep: Cup—Great Western Sugar Co., Denver, Col.

Prizes were offered for carloads of Cotswolds, but there were no entries in this class, neither was there competition for second prize in the Oxford class.

#### SOUTHWESTERN FAT STOCK SHOW

Ft. Worth, March 3-10, 1923

##### Cups and Ribbons.

Best bred carload Herefords: Cup—James Naile, Jr., Ft. Worth, Tex.; Ribbon—D. D. Casement, Manhattan, Kans.  
Best carload Aberdeen-Angus: Cup—E. H. Small, Shamrock, Tex.  
Best bred carload Duroc-Jersey hogs: Cup—Childress County, Tex., Livestock Association.

Best bred carload Poland-China hogs: Cup—Collins County, Tex., Purebred Livestock Association.  
Best bred carload Rambouillet sheep: Cup—Texas Agricultural Experiment Station, Spur, Tex.

#### Medals.

Best bred Shorthorn steer, Mel Warren, Roanoke, Tex.  
Best bred Hereford steer, Charles Dowlin, Canyon, Tex.  
Best bred Aberdeen-Angus steer, J. Arthur Myers, Shamrock, Tex.  
Best bred Poland-China pig, Clint Moore, Prosper, Tex.  
Best bred Duroc-Jersey pig, Glenn Shelton, Arlington, Tex.  
Best bred Down Lamb, Clyde Holt, Jr., Decatur, Tex.  
Best bred Wool lamb, Malcolm Ford, Coupland, Tex.  
Cups and ribbons were offered in the Shorthorn cattle, Cotswold, Oxford, Hampshire and Shropshire lamb, and the Hampshire hog classes, but were not awarded owing to lack of competition.

#### SOUTHWEST AMERICAN LIVESTOCK SHOW

Oklahoma City, Mar. 12-17, 1923

#### Cups and Ribbons.

Best bred carload Shorthorns: Cup—Walter Gragg, Crescent, Okla.  
Best bred carload Herefords: Cup—Douglas & Ephland, Shawnee, Okla.  
The second prize ribbons were not awarded.

### Report of Sub-Committee on Soft and Oily Hogs

By Edward N. Wentworth, Secretary.

No special activities have been undertaken by the Sub-Committee on Soft and Oily Hogs during the past year, except to cooperate with the government and the agricultural experiment stations on work already done. A conference on the soft pork problem was held at Atlanta April 24-26, inclusive and the Institute was represented by Messrs. J. J. Ferguson, and W. H. McDowell, of Swift and Company, G. H. Crane of Armour and Company, J. A. Phillips of the Birmingham Packing Company, and W. H. White, Jr., of the White Provision Company. At this session a full discussion of the results obtained thus far was offered.

#### Feeding Tests and Demonstrations.

With full recognition of the value of the feeding tests and empirical demonstrations which have been conducted in the past, it is the belief of the Sub-committee that the most fruitful results in the future will come from investigations of a somewhat more fundamental nature. As a matter of fact, we know little or nothing of the changes that take place in the fat fed in the ration during digestion and assimilation, nor do we know anything of inherited differences with regard to the quality of fat laid down in the animal tissue.

It would seem that the most forward looking step which the Institute can take at present is to support some fundamental research of this nature.

Dr. Lafayette B. Mendel, of the Department of Nutrition and Physiology, Sheffield Scientific School, Yale University, has kindly offered us the use of his laboratory and the time of one of his advanced students, Dr. W. E. Anderson, toward the solution of this problem in case the Institute will co-operate in the support of the investigation. This will require an appropriation of \$2,500 for this year from the Institute, but it is the belief of the Sub-committee that the funds cannot be spent in a better cause nor in a manner more promising of results.

#### Start Research on Soft Pork.

The general plan of investigation for this year involves a study of the effect of fats of different melting points and iodine number which can be controlled in various rations, on the type of fat produced in the animal. In order to keep down expenses, the general subject will be investigated

with laboratory animals before making a broad investigation on swine, but Dr. Mendel's laboratory is equipped to control the great number of variable factors which have hitherto entered into the studies of the causes of soft pork, and it is to be expected that orderly results will be secured.

The principal difficulty with the soft pork experiments to date has been the



EDWARD N. WENTWORTH  
(Armour & Company, Chicago)  
Secretary Committee on Improved Live Stock Breeding.

contradictions that have arisen in the results of the different experimenters, and future progress will depend on the elimination of the variable conditions under which each has worked.

The Sub-committee recommends that this appropriation of \$2,500 be adopted as part of the budget for the Institute during the year 1923-1924. This recommendation is offered through this Committee since it is



H. G. ELLERD  
(Armour & Company, Chicago)  
Chairman Committee on Industrial Relations.

of most vital interest to the Committee and does not seem to conflict with the present fields of the Committees on Nutrition and Scientific Research of the Institute.

### Report of Committee on Industrial Relations

By Harvey G. Ellerd, Chairman.

Your Committee on Industrial Relations found conditions during the past year such that their work was much easier and smoother than during the previous two years of this committee's functioning. It may have been due to some extent to the previous efforts of the committee, or it may have been simply the application of intelligent methods to the handling of the labor problem in the industry. The policies of the members of the Institute regarding labor have been such as to result in little or no difficulty during the past year, and as a result, the work of the committee has been made much easier.

#### Labor Situation Satisfactory.

The labor situation in the industry during the past year has been fairly satisfactory. Although labor was not plentiful, the rates of wages and the conditions of work of the packers attracted, at all times, an adequate supply of labor.

It is our observation that the packing industry generally is in the forefront on the matter of relationships with its employees, and that in place of our finding it expedient to study the methods of other employers, we have devoted much of our time and efforts to informing others on our own methods.

We do not intend to imply that conditions are perfect or that this industry has nothing to learn on this subject, but we do feel that in the main, conditions in the industry are keeping pace with progress and that we are leading, not following.

#### Employee Representation Works.

In the larger concerns, and in many of the smaller ones, employees are being dealt with directly through plans of Employee Representation, and it is a distinct pleasure to report that this method continues to prove successful wherever it has been started in the packing industry. No small credit for this success is due to the executive attitude and the policy of the officials of the various companies.

Another thing that has tended to limit somewhat the activities of the Committee on Industrial Relations during the past year has been the similarity of the work undertaken by the Institute Committee on Educational Plans, which committee has on its personnel nearly the entire membership of the Committee on Industrial Relations. It has been our feeling that it would be to the best interests of the Institute to promote fully the work of the Committee on Educational Plans, and in that work we have attempted to cooperate to the limit.

#### Advising on Labor Problems.

The Committee has also had the pleasure of answering a number of inquiries from Institute members on various subjects having to do with labor and working conditions. It must be remembered, however, that the subject of relationships with employees is one that is highly controversial and one that is productive of great differences of opinion.

The Committee has attempted only to present facts and information and has never in any way attempted to formulate labor policies for the members of the Institute. We have stood ready, at all time, to furnish the members with the facts regarding any experiences or experiments in Industrial Relations and to furnish these facts without prejudice for whatever value they may be to our membership.

We can again say, with considerable satisfaction, that the packing industry enjoys the general esteem of the public at large for its intelligent labor policies, which is a most fortunate position to occupy. As long as the industry continues to pursue its present policies, we believe it will continue to enjoy this good opinion.



## Report of Committee on Live Stock Losses

By R. W. Carter, Chairman.

Through the bulletins issued by the Institute from time to time during the past year, you have been advised regarding the work done by your Committee on Live Stock Losses.

The Committee is pleased to report that great progress has been made since this work was started in a national way in 1920, which the following recapitulation will show:

### COMPARATIVE FIGURES FOR 1919 TO 1923, INCLUSIVE.

	1919.	1920.	1921.	1922.	1923.
(8 months.)					
<b>HOGS—</b>					
Hogs killed, markets under Federal inspection.....	30,512,000	26,708,000	25,989,000	28,736,660	23,894,688
Estimated loss of meat per hog account bruises, lbs..	$\frac{3}{4}$	$\frac{3}{4}$	$\frac{1}{10}$	$\frac{1}{4}$	$\frac{1}{20}$
Total loss of meat, lbs.....	15,256,000	6,667,000	2,598,900	7,184,165	1,194,734
Average live weight hogs killed at Chicago, lbs.....	190	225	225	240	237
Average live cost hogs killed at Chicago.....	\$17.85	\$14.20	\$8.90	\$9.20	\$7.72
Average dressed cost hogs killed at Chicago.....	\$23.00	\$18.30	\$11.50	\$12.25	\$10.40
Total loss account bruises.....	\$3,508,890	\$1,221,891	\$298,873	\$880,060	\$119,473
Loss of meat is equivalent to.....(hogs)	90,295	29,676	11,550	29,934	6,765
Loss of meat is also equivalent to.....(cars)	575	212	83	299	65
Corn required to raise lost hogs.....(bushels)	1,605,900	642,572	154,100	718,416	119,473
<b>CATTLE—</b>					
Cattle killed under Federal inspection.....	10,089,984	12,165,781	11,223,000	12,435,386	8,296,709
Cattle bruised.....	2,926,065	3,041,455	2,244,600	1,492,246	1,908,243
					(23%)
Loss of meat per head account bruises, lbs.....	1.27	1	1	$\frac{1}{2}$	$\frac{1}{4}$
Estimated loss of meat account bruises, lbs.....	3,716,141	3,041,455	2,244,600	746,123	477,060

### Must Have Hearty Co-operation.

We think you will agree that while the results show marked improvement, and the annual loss to the livestock industry has been greatly reduced, that as yet only the high spots have been touched, and in order to show more satisfactory results the Committee must have the full support from every member of the Institute.

The Committee appreciates that neither space nor time will permit a detailed report of all the work that has been accomplished during the past year, but real constructive work has been started and a vast territory covered, we might say from coast to coast and from Canada to Texas, in every state where livestock is handled to any extent.

Our work has been broadcasted through many channels in all the principal livestock centers and most of the smaller ones. This work has been handled through the agricultural colleges of the principal livestock producing states, such as Iowa, Minnesota, Kansas, Montana, North and South Dakota, Missouri, Illinois, Indiana, Ohio and Michigan.

These colleges are using our motion picture film, "Livestock Losses and How to Reduce Them," in connection with their regular lectures on livestock handling, and we believe the results reported are largely due to educating the people who handle livestock the proper way to do it, so as to have the least amount of bruised meat.

### Some Valuable Allies.

The Institute is also fortunate in having a very strong ally in the Western Weighing and Inspection Bureau, representing all the larger Western railroads, which carry the bulk of the livestock produced in the Western States.

This work is in charge of Dr. W. J. Embree, chief veterinarian of the Western Weighing and Inspection Bureau. Dr. Embree has a copy of our motion picture film which he has shown to thousands of farmers, shippers, county agents, co-operative farm bureaus, and other organizations too numerous to mention.

As the result of the work initiated by Everett C. Brown, President of The National Livestock Exchange, and carried forward by all of us, it is interesting to note that good results have been achieved all along the line. More intelligent handling before and after the transportation of the livestock has helped reduce the packers' losses, and more intelligent handling by the railroads has made a remarkable showing in reduced railroad claims.

According to a statement in THE NATIONAL PROVISIONER (issue of July 21, 1923), livestock claims paid in 1922 aggregated \$2,007,436, compared with \$3,497,526 in 1921. Moreover, it is worthy of note that of the claims paid almost 30 per cent were due to delay, and 25 per cent to rough and improper handling. Truly, this is a remarkable showing and indicative of the good resulting from this co-operative effort.

### Every Member Must Help.

In summing up the work of the Committee for the past year, we recommend that



R. W. CARTER  
(Swift & Company, Chicago),  
Chairman Committee on Livestock Losses.

every member of the Institute interest himself to the extent of checking up his losses due to careless and inhumane handling of livestock and insist upon proper handling.

That you will find your own people responsive to an appeal for co-operation is best evidenced by the photographic proof of a meeting of packer employees at Chicago. This was the first of three meetings, and each was well attended.

There is no reason why similar meetings cannot be held at all packing centers, and your Committee pledges its aid to help make these local meetings a success.

### You Are Buying Damaged Goods.

You would not permit your purchasing department to buy rusty tinware, boxes or cooperage with knot holes, or any other commodity you buy daily in connection with operating your plant. But you are buying your raw material—livestock—which in many cases has been badly damaged through careless and inhumane handling, at the full market price. This is your property, and as such you should make every effort to stop this great annual loss due to careless handling.

Great progress has been made in the packing industry in the past 25 years, but we are still permitting our raw material—livestock—to be handled in a "stone-age" fashion. We can cut our losses 75 per cent or more if we move together to stop it.

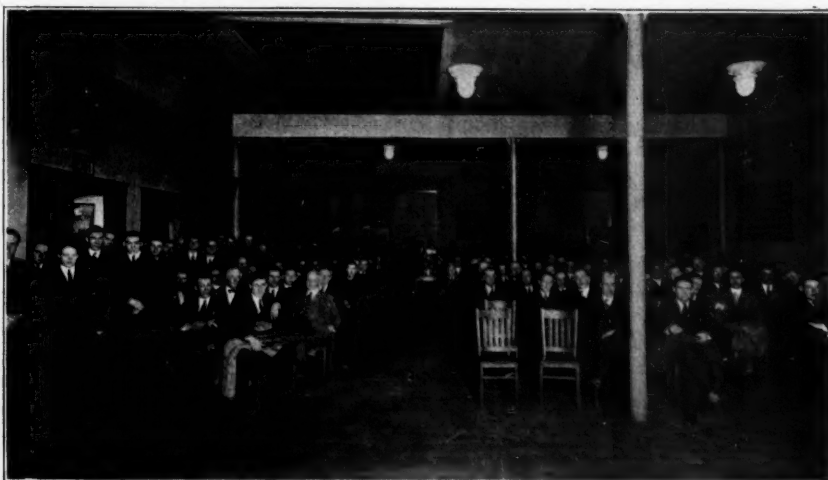
When you go home, check up your plant and also the conditions of your local stockyards, and you will be surprised to learn some of the "stone-age" methods which are being used in the handling of livestock.

### Do Not Permit Clubs, Sticks or Whips.

Do not permit the use of clubs, sticks, poles or whips, in the handling of livestock and you will have solved the problem of our great annual loss due to the improper handling of livestock from the farm to the packing house.

Will you help make this campaign against bruised livestock 100 per cent efficient by working with your Committee? This is a man's job, and needs the support of every member of the Institute. In closing, as chairman of your Committee on Livestock Losses, I strongly recommend that we concentrate our efforts to do away with sticks, clubs, poles and whips at all concentrating points where livestock is handled—such as railroad loading and unloading chutes, all stockyards, both large and small, and in the packing houses—substituting a canvas or rubber flap-jack, which makes an ideal instrument for driving all kinds of livestock, without injury to the meat.

Do away with clubs, sticks, poles and whips, and save millions of pounds of meat-food and hundreds of thousands of dollars annually to the packing industry.



MEETING ON LIVE STOCK LOSSES AT SADDLE AND SIRLOIN CLUB ROOM, CHICAGO, APRIL 4, 1923.

## Report of the Committee on Local Deliveries

By Oscar G. Mayer, Chairman.

The report of the Committee on Local Deliveries for the present fiscal year must of necessity be brief. Work organized under our jurisdiction consisted largely of a continuation of that which we initiated during previous years.

The one outstanding exception is the work on the survey of relative costs in horse-drawn vs. motor vehicles. This is to be the subject of a special report, hence will not be covered in this report.

Inquiries from members have indicated that our cost forms are being widely used, both within and outside the industry. While they were established primarily for the use of our own members, they have come to the attention of many concerns and organizations not related to the packing industry, and we have been liberal in permitting their use in other lines.

### To Cut Delivery Costs.

Our booklet prepared and distributed on "How to Cut Your Delivery Costs" was given wide distribution, and Institute headquarters reports requests coming in from all sections of the country for copies of it.

Within a month we were asked by an automobile truck concern to permit them to reprint several thousand of these for



OSCAR G. MAYER  
(Oscar Mayer & Co., Chicago),  
Chairman Committee on Local Deliveries.

their customers. Permission was granted, with the understanding that the Institute be given credit for the material used.

Much yet remains to be done in our effort to reduce the tremendous cost of delivery. These various factors of cost were not incurred at one time, and we can scarcely hope to eliminate them with a mere suggestion. It is obvious that our members are coming to realize the great possibilities of economy possible in this direction, hence we feel no discouragement in results thus far achieved.

### Savings Can Be Made.

Efficient operation of delivery systems, and a reduction in unnecessary operations, will effect savings to every packer, however small. In the case of larger concerns the savings to be effected may correspondingly increase except where better systems now prevail.

Your Committee expresses the hope that the coming year will show more progress

in the direction of economy and efficiency, and we bespeak for the succeeding committee the fullest possible co-operation of every member company.

## Report of the Committee on Nutrition

By Dr. W. D. Richardson, Chairman.

The Committee on Nutrition takes pride in the fact that its policy as well as its method of procedure established when it was first appointed some three years ago have been followed without essential deviation. The satisfaction derived by the Committee comes from the fact that time has demonstrated the wisdom of the policy or policies originally established, and the methods adopted in laying before the public, as well as scientific and professional men, the desirability of meat in the varied diet which the Committee has always recommended without criticizing other food products.

The use of meat in the diet and its continued consumption is in a strong position in spite of the adverse criticism of numerous faddists, special interests and physicians who are not well informed on the fundamentals of nutrition.

The general facts relating to the importance of meat in the diet were established and the general use of meat became strongly entrenched among peoples of the most diverse habits and geographical locations long before the advent of science indicated the wisdom of this course. There is no argument about the necessity of a liberal supply of complete protein in the diet, not only enough to supply the actual wastage of the human body, but also a sufficient surplus or factor of safety to allow for special contingencies.

### Must Give Exact Facts on Meat.

But while the general experience of mankind has been favorable to the liberal use of meat in the diet, it is necessary in the present scientific age to demonstrate matters of this sort in an exact and precise way, and hence scientific research becomes necessary. The Committee on Nutrition up to the present time has had no funds available for its work or for research, although it has realized and insisted on the necessity of funds for investigation of various problems connected with the use of meat in the diet.

Only recently a fund of \$8,000 has been appropriated by the National Livestock and Meat Board for this purpose. In this way the most serious drawback to the Committee's work has been in a measure overcome.

It is the intention of the Committee to recommend that with this fund research work be started promptly at more than one institution, probably working through the medium and with the aid and advice of the National Research Council.

### Meat Industry Starts Research.

Practically all other large food interests have already adopted extensive programs of scientific investigation of their products with the object of placing before the consuming public the facts relating to the place of their products in the diet, the particular ingredients of a complete diet which their products contain and, in general, the desirability of those products for food purposes. The meat industry has been found wanting in this respect and it is greatly to be hoped that the very modest sum now available for the purpose will be greatly augmented in the near future.

It is indeed fortunate that the public taste favors the consumption of meat. Were it not for this, the decline in consumption would have been much greater than it was. The industry itself has done little through the medium of scientific research and opinion to reassure the public as to the harmlessness and general desirability of a liberal amount of meat in the diet.

At the present time meat is scarcely discussed at any scientific meeting where other foodstuffs, such as fruits and vegetables, cereals and dairy products receive consideration in numbers of papers and discussions; while meat, if mentioned at all, is mentioned only in a spirit of direct or indirect criticism. A program of scientific research is capable of changing this attitude on the part of scientists first, and later publicists and the general public.

### Improved Feeling About Meat.

Through the medium of correspondence, handled chiefly by our very able Specialist in Nutrition, Dr. C. Robert Moulton, an improved tone regarding meat is apparent in the advertising columns, the news columns and the editorial pages of the press. This has been brought about



DR. W. D. RICHARDSON  
(Swift & Company, Chicago),  
Chairman Committee on Nutrition.

entirely by the statement of facts as given by the best authorities your Committee has been able to find. When presented unquestioned authority, the majority of critics have been glad to change their opinions. There are still a few faddists, vegetarians and other extremists who look with disfavor upon our product, but they are a minor although not a negligible factor in the community.

During the coming year the work of the Committee will go on steadily along the paths previously blazed, with the addition of constructive research now made possible by an altogether too small sum for the purpose, which it is hoped may be increased at an early day.

## Report of Committee on Packing House Practice

By Arthur W. Cushman, Chairman.

The Committee on Packing House Practice has functioned during the past year, as have previous committees, by answering questions submitted by Institute members and others on practical packing house subjects. All questions have been answered freely and unselfishly, and while it is impossible to measure results, the type and number of questions which came to us indicate that the service to inquirers must have been valuable.

Something over 500 questions were received and answered. Some of them were rather complex and others opened up new lines of thought important to the industry at large.

### Urge Asking of More Questions.

We feel, however, that this department could have been of greater importance if



the membership had made freer use of its service. As the committee is a large one made up of men who have had many years of practical and scientific experience on the operating side of the industry, the burden to the individual member has not been great, and many more than the 500 questions could have been easily answered.

Many questions received had been previously answered, and the office files of the committee gave up this information automatically. The central office of the Institute is to be complimented upon the manner in which the questions and answers have been accumulated, tabulated and filed, making a valuable reference ready for service at all times.

We urge that members send us all their practical problems. Those which can be handled from past experience will be despatched at once, and those which need investigation will be turned over to the Committee on Practical Research or other divisions for investigation.

#### Centralizing Committee Work.

To the Institute we recommend that all matters relating to standardization of packing house methods, materials, shipping containers, et cetera, be handled by or under the direction of the Committee on Packing House Practice instead of by separate committees, as all such matters must eventually be passed upon by practical men. This plan will centralize the responsibility, make the keeping of two reference files unnecessary, give extended service to inquirers, and in other ways greatly expedite the work.

### Report of Committee on Public Relations

By G. F. Swift, Chairman.

Inasmuch as the report of the Bureau of Public Relations, which already has been mailed to you, gives a detailed account of the year's activities, the report of the Committee on Public Relations, under whose guidance the bureau functions, will be limited to a brief discussion of the status of our relations with the public.

The packers' public relations probably are more complex than those of most other industries. In the first place, our public relations directly involve practically the entire population, for nearly everybody uses our products. This is in contrast with many other industries whose public is relatively limited. Then, again, our public relations involve three distinct groups in our population—consumers, producers and retailers of meat—whereas the public relations of many industries involve only one or two of these groups.

#### Public Relations Work Encouraging.

We are glad to report that the present state of our relations with the public is very encouraging. We believe that consumers generally have a much better and a much more favorable comprehension of the meat industry and its efficient service than they had a few years ago. Moreover, much of the old animosity toward meat packers, arising from suspicion, misinformation, agitation and misunderstanding, has disappeared. In its stead has come, to a large degree, confidence and understanding.

The improvement in our relations with the public is evident tangibly not only in the dwindling of editorial attacks, but also in the dwindling of adverse comment in addresses and published statements.

The increased number of favorable references in the press to the packing industry and its product, made voluntarily and as a matter of course, also attest the improved esteem in which meat and meat packers are held.

A few years ago the packers, both large and small, were accused frequently of prof-

iteering. Today there are few such accusations.

#### Giving the Public the Facts.

This changed sentiment has resulted directly, we believe, from the policy which has been followed since the Bureau of Public Relations was organized, namely, to give the public the full facts about packers' profits and on all phases of the industry.

During these years, we have been giving the public facts, facts, facts, and the public now realizes that the facts are with us.

There is, of course, still a certain amount of criticism. Although it is not as vicious or as frequent as in the past, as a rule, it is still extensive enough to require considerable corrective educational work, as is evident from the report of the Bureau of Public Relations. Ours is a large industry, and, as has been pointed out, our public relations are very complex. We probably always shall have a certain amount of criticism, born of misinformation or misunderstanding, and we believe that we should be ever ready to meet it and convert it with facts.

#### Relations with Producers.

An important element in our public relations is that involving our relations with the producers of livestock. It gives the Committee pleasure to note that our relations with this group are much more satisfactory than they have been previously.

The producers constitute a highly important part of our public relations, not only because they are relatively so numerous, but also because they are the source of supply for our raw materials, and the work which is being done by the Committee to Confer with Livestock Producers toward the improvement of our relations with them, is of much consequence to us all.

Too often in the past the producer has laid the blame for losses at the door of the packer, when, as a matter of fact, the working of economic laws and other factors which the packer is powerless to control, have been the cause. Happily, both producer and packer have come to a fuller understanding of the other's situation and are more eager to co-operate in the working out of mutual problems.

#### Relations with Retailers.

Our relations with the retailers of meat constitute another important element in our public relations. This is because the retailer comes in direct contact with the consumer and is in position to give the consumer a favorable or unfavorable impression of the meat packing industry.

Through the work of the Committee to Confer with Retail Dealers and Trade Associations, and the Institute's Bureau of Merchandising, much has been accomplished toward improved relations with the dealer. He has come to appreciate more fully the problems and service of the packing industry, and thus will interpret the industry more favorably and more fairly to the housewife with whom he comes in contact.

Apart from the purely public relations activities, the Committee on Public Relations and the Bureau of Public Relations have functioned vigorously in the interests of the meat industry.

In addition to keeping the membership informed of conditions in the trade, through the issuance of statistical analyses derived from official sources, and monthly reviews of the livestock and meat situation, we have supplied the membership with sundry advertising material designed to increase the use of meat, meanwhile keeping constantly before the public the facts that meat is a wholesome, healthful food, high in food value, and relatively low in price.

#### Show Meat Bargains to Consumers.

For example, we have pointed out to the public repeatedly during the last year that wholesale meat prices are at or near pre-war levels. We even have called their

attention to the fact that retail meat prices, as shown by the reports of the United States Bureau of Labor Statistics, are relatively low, and that the meats listed by the Bureau have averaged from 4 to 8 per cent lower in price, as compared with the increase over 1913 prices, than all articles of food combined as listed by the Bureau.

The Bureau of Public Relations has issued a number of statements giving marketing advice to housewives, urging them to take advantage of the fact that at certain times certain cuts were on the market in relative abundance and were selling at relatively low prices. This has been a salutary thing from the viewpoint of producer, packer, retailer, and consumer alike, for a better trade on the slow moving cuts tends to equalize the demand and makes for more economical and more stable merchandising.

These and other specific activities are discussed in greater detail in the report of the Bureau of Public Relations.

#### "Meat for Health Week" Campaign.

Another phase of our advertising and publicity activities in behalf of the membership is illustrated by our efforts in the "Meat for Health Week" movement. The Bureau, under the guidance of the Committee, co-operated vigorously with the National Livestock and Meat Board in the preparation and issuance of much of the material that was used and much of the advertising and publicity that was issued.

With the approval of the Committee, the Bureau of Public Relations has made plans for expanding its activities during the coming year in the direction of increased service to the membership. This will involve the further issuance of material that will be of practical value, such as a weekly review of the livestock and meat situation; advertising material designed to extend the use of meat; analyses of trade conditions, calculated from published data; charts, et cetera.

In conclusion, we should like to state what you already know: That the facts are with this great industry, and to add the opinion that if we keep these facts before the public, our public relations will continue to improve.

### Report of the Committee on Standardized Accounting

By J. H. Bliss, Chairman.

The Committee on Standardized Accounting has not been as active during the past year as in former years, principally because of the pressure of individual duties of the members of the Committee. This is not offered as an apology, for one need not apologize for attending to his own responsibilities. Because of these conditions the Committee has been unable during the past year to complete the work it has in process, or prepare additional pamphlets. It has not, however, been inactive.

#### Work of the Committee.

The work of the Committee during the past year has included:

1. Meetings called by our Institute officials for various purposes.
2. Answers to a large number of inquiries received from various sources, both within and outside of the industry, and dealing with many phases of packing-house accounting practice.
3. The Committee has assisted and co-operated with the Institute Plan Commission in outlining the course in accounting to be given jointly by the Plan Commission and the University of Chicago during the ensuing year.

In addition, there are two noteworthy points which should be mentioned in considering the results obtained by the pamphlets already issued by the Institute.

#### Government Accepts Inventory Practice.

1. We understand that the practice of the industry in valuing inventories of vari-

ous products, as stated in pamphlets already published, has been carefully reviewed by the U. S. Bureau of Internal Revenue, and accepted by them in their hearings as meeting the requirements of the Internal Revenue Law, so far as is possible. This point is of large significance to all packing companies and should not be overlooked.

#### **Pamphlets Have Been Useful.**

2. From a recent inquiry to members of the Institute as to the interest and value in the pamphlets already published, we have received replies indicating that many companies have found use for various portions of the practice outlined.

It never has been assumed that any one company could use the accounting procedure outlined in these pamphlets in total, because differences between the organizations, processes, and kinds of business conducted by different companies must be recognized in their accounting work. Many companies have, however, found in these pamphlets suggestions which have been used in changing and improving their practice. The comments received indicate a surprisingly wide and general interest in this work.

The plans of the Committee for the following year include:

#### **Plans for the New Year.**

1. Further work on the pamphlets now in process and others outlined at the beginning of our undertaking, dealing with different phases of packing-house accounting. The work on these pamphlets will be carried on to as large an extent as the time of the members of the Committee will permit.

2. The Committee plans to assist in the preparation of the accounting course to be given jointly by the Plan Commission and the University of Chicago, both in



J. H. BLISS  
(Libby, McNeill & Libby, Chicago),  
Chairman Committee on Standardized  
Accounting.

supplying material and data for the course, and assisting in the lectures.

3. To render all desired assistance and counsel to the members of the Institute on accounting questions that they might find troublesome from time to time.

In closing, let us emphasize that one of the larger possibilities of service by the Accounting Committee is in assistance to members in handling their difficult accounting problems. Many members have availed themselves of this service in the past, and the Committee invites the troublesome questions of all members, in hopes of developing a better and more general accounting service.

## **Report of the Committee on Standardized Containers**

By John P. Dowding, Chairman.

Your Committee on Standardized Containers begs to report some progress in its work for the present fiscal year, but this progress has not been such as to enable us to carry out our work as planned.

Our experience in attempting to standardize the tin lard containers convinced us of the tremendous importance of the work undertaken, and of the difficulty in accomplishing it. That we have finally changed our recommendations to specifications apparently acceptable to all members does not prevent the entire industry from suffering a financial loss by reason of the delay.

Numerous meetings were held during the year, and attendance was good. Conferences with supply men, government authorities and educational institutions were held in our endeavor to effectually accomplish the work for which the Committee was created.

#### **Means a Big Money Saving.**

Every member and every business man must agree that standardization of containers, as well as standardization of products, results in economy in operation and overhead that aggregates a staggering sum. Having reached that conclusion, it seems remarkable that so many should hesitate in putting their shoulder to the wheel in making standardization an accomplished fact.

Endless types, styles and prices mark practically every container in use in this industry. Instead of adopting the most economical and efficient type for each product, our members—so it seems—are prone to go out of their way to adopt and market odd sizes and "freak" types, which cannot possibly benefit producer, packer, retailer or consumer.

#### **Every Industry but Ours.**

Practically every industry either through its own organization or through the Department of Commerce, has effected standardization of its products or its containers. The one outstanding exception is our own industry—America's greatest industry in point of volume!

Thousands, if not millions, of dollars, could be saved by intelligent co-operation in this work. Less money for operation would be needed, because this plan reduces the capital tied up in raw materials, particularly on wholly finished stocks, machine parts, repair parts, or floor space.

Our labor might be made far more efficient because of the ease of training in the standardized types, increased skill in repetitive processes, and steadier employment on individual machines or jobs. Moreover, the better designs and simplification of packages give more play to a betterment of the product.

#### **Must Educate the Retailers.**

The idea must be "sold" to the retailer, who will quickly learn that standardization of containers will materially reduce his investment, and enable him to more readily satisfy his trade.

When all dealers have the same types and sizes, there can no longer be the complaint of customers as to what sort of package Jones sells, and which Smith does not carry—but which he MUST carry to meet competition.

This work is a method of economy that may and should be eagerly undertaken by every member. To confer and agree upon standardization is something which transgresses no state or federal law; but which, on the contrary, governmental authorities endeavor to encourage in every possible way. It is recognized as being of distinct advantage, and that it in no way involves a restriction of output, price agreements or other activities forbidden by our laws.

#### **Should Clean Our Own House.**

We believe this industry should set its

house in order on this phase of its work. Your Committee does not concur in the suggestions made by some that standardization should be effected through the administrative aid of the Packers and Stockyards' administration. That step should be taken as a last resort, and only after we show ourselves incapable of bringing about the essential changes through the Institute.

Let us again urge that every member look over his own containers, and resolve



JOHN P. DOWDING  
(Armour & Company, Chicago),  
Chairman Committee on Standardized  
Containers.

to co-operate in our work of standardization to the fullest possible extent.

As a final appeal we beg to quote the resolution adopted by the Committee on Trade Extension after it heard the report of this Committee:

#### **Either Get Busy or Give Up.**

"Resolved, that every packer here present pledge his concern to adhere to the standards recommended by the Committee on Standardized Containers, and to make no changes from those standards without giving notice to said Committee in advance of the change."

This resolution pledged real co-operation and put the full power of the Institute behind the Committee. Unless it can be effected through this organized effort, this Committee should cease to function, and thus acknowledge to the industrial world that the packing industry has lost its boasted efficiency.

## **Report of the Committee to Confer with Government Officials**

By R. F. Eagle, Chairman.

Your Committee to Confer with Government Officials has handled the usual line of inquiries from members. Some of these have been answered direct; others have been the subject of correspondence or conference with various governmental departments.

The Committee cannot commend the Bureau of Animal Industry too highly for their splendid co-operation. Under the guidance of the capable Chief of the Bureau, Dr. John R. Mohler, and with the splendid esprit du corps existing throughout his entire organization, our problems are always assured prompt and fair treatment.

#### **Looks at Matters Broadly.**

Not all our requests have been granted, nor should this be expected. Too frequently we of the industry are inclined to take the local viewpoint on a problem which momentarily distresses us, and



which seems national in importance. All matters of this kind must be considered in the light, first, of national policy and ethics, and second, of the possible results in other directions.

Governmental bureaus must consider the effect of any regulatory measure from every viewpoint and not from the sole viewpoint of a complainant. What seems irksome to us may really prove of minor consequence when other factors are considered. In all such cases we must accept that which brings the greatest good to the greatest number.

#### Research Work Taken Up.

Several subjects are now under consideration by the Bureau, and their decisions will be announced in due time.

Moreover, the Bureau has taken up matters requiring research work at the request of the Institute, and we feel confident that much good will come from their investigation. Under the latter heading would come the matter of research on ham souring, which is most important to every ham curer.

#### Constructive Criticism Will Help.

We hope eventually to work out more general and complete plans of co-operation with the Bureau, whereby much subsequent difficulty may be avoided by a study of proposed regulations.

This plan is already in use in other governmental administrative bureaus, and shows splendid results in actual practice. If it could be adopted in connection with our own industry, it would give us the advantage of advance criticism of a constructive nature, and thus obviate the necessity of later complaints.

It is the hope of this Committee that every member will immediately bring to our attention any apparent need for our intervention. We do not encourage any



DR. R. F. EAGLE  
(Wilson & Company, Chicago).  
Chairman Committee to Confer With  
Government Officials.

efforts toward disagreement, but hold ourselves in readiness to give such counsel and advice as may serve to avoid it.

### Report of Committee to Confer with Live Stock Producers

By Thos. E. Wilson, Chairman.

The Institute's policy of encouraging and promoting a better understanding of the mutual problems of livestock producers and meat packers has been carried on during the present year in a very satisfactory manner.

Upon the request of several livestock producers' associations, the Institute has

provided speakers for their convention programs. The Institute in turn extended invitations to producers to attend its annual convention. This policy provides a means of contact between representatives of both branches of the industry that appears to be proving mutually helpful.

#### National Livestock and Meat Board.

The most important and outstanding co-operative movement that has become especially active during the present year, is being carried on under the direction of the National Livestock and Meat Board.

Your Committee is very confident that this Board offers a splendid medium through which every element of the industry can co-operate.

The National Livestock and Meat Board offers every one that is connected in any way with the production of livestock, or the marketing of the meats therefrom, an opportunity to serve, as well as providing a definite part in a great movement that is sure to prove helpful to every element of the industry.

The National Livestock and Meat Board represents the entire livestock and meat industry from the farm to the table.

#### Practical Co-operation Achieved.

Until the organization of this Board there was no medium through which livestock producers and feeders, livestock commission men, meat packers and retailers of meat could co-operate, for the purpose of forcibly bringing before the public the truth about meat.

Among the very important functions for which the Board was organized is the creating of a better understanding of the value of meat in the diet, combatting unfair propaganda, educating the public in the selection of meats and meat food products, as well as creating a better knowledge of the importance of livestock and meats in their relation to the agriculture of the nation.

There are seventeen members of the National Livestock and Meat Board. Eleven of these men represent the producers, two members representing the commission men, two men representing the packers and two representing the retailers of meat.

#### Producers Who Head Board's Work.

Mr. Howard Leonard, Eureka, Ill., chairman of the Board, and Mr. J. W. Coverdale of Chicago, represent the American Farm Bureau Federation with over 1,500,000 members. Mr. R. M. Gunn, Buckingham, Iowa, represents the Iowa Corn Belt Meat Producers Association; Mr. F. R. Marshall, Salt Lake City, Utah, represents the National Wool Growers Association; Mr. J. H. Mercer of Topeka, Kansas, represents the Kansas Livestock Association; Mr. D. A. Millett of Denver, Colo., and Mr. C. M. O'Donel of Bell Ranch, New Mexico, represent the American National Livestock Association; Mr. Fred H. Moore of Rochester, Ind., and Mr. W. M. McFadden of Chicago, represent the National Swine Growers Association.

Mr. E. B. Spiller of Fort Worth, Texas, represents the Texas and Southwestern Cattle Raisers Association. Mr. J. M. Tormey, Chicago, represents the National Society of Record Associations.

Mr. Everett C. Brown, Chicago, treasurer of the National Livestock and Meat Board, and Mr. W. B. Tagg of Omaha, represent the commission men.

Mr. Thomas E. Wilson, vice-chairman of the Board, and Mr. F. Edson White, represent the Institute. Mr. H. C. Balsiger of Kansas City, Mo., and Mr. John T. Russell of Chicago represent the retailers of meat.

Thus you will see that all branches of the livestock and meat industry are represented on this Board, and I might add that this is the first time in any branch of agriculture where all interests from the producer to the consumer have united for the advancement of their industry.

#### Packers Pleased at Producer Action.

It will be noted that every member of

the National Livestock and Meat Board is prominent in his respective field of operation, besides being representative of an association that is vitally interested in some phase of livestock production and meat distribution.

The Institute members of the Board have attended each of its meetings during the year, and we desire to take this opportunity of saying to the Institute membership, that we have been more than favorably impressed with the desire on the



THOMAS E. WILSON  
(Wilson & Company, Chicago).  
Chairman Committee to Confer With  
Livestock Producers.

part of the entire membership of the Board to carry on this co-operative movement in the best interest of all elements of the industry.

Such an attitude has been very encouraging to your Committee to Confer with Livestock Producers, for the reason that we feel the sincere co-operative work that is being carried on by this Board represents an achievement that the industry for years has sought to accomplish.

#### Program on Way to Completion.

It appears to your Committee that the co-operative work that the Board has already accomplished with producers and packers sitting around the same table indicates in a great measure that through this Board, the Institute's purpose clause—"to encourage co-operation with livestock producers and distributors of meat food products"—is well on the way to being fully realized.

The progress already made by the Institute in realizing fully its desires in connection with the purpose clause referred to is very apparent when looking back to its convention held at Atlantic City in the year of 1919, at which time the Executive Committee informed the convention that it had been found impossible to discuss with the producers of livestock, problems common to both themselves and the packing house industry.

The influence of the National Livestock and Meat Board is already being recognized in all livestock producing and large meat consuming centers of the United States.

#### To Give True Facts on Meat.

It is not the purpose of the Board to devote its time and finances to carrying on a national advertising campaign that contemplates—in substance—a request that the public eat more meat, but instead, proceed along lines that will give to the public the true facts concerning meat.

The work of the Board is mostly educational. It knows that it does not have

anything to fear in telling the truth about meat. In addition to carrying on a vigorous campaign to combat propaganda which is being waged for the purpose of discrediting meat, it will do much to remove the causes which are responsible for the decrease in meat consumption during the past two decades and thereby protect the best interest of the producer, the commission firm, packer and the consuming public.

#### Much Work at Small Expense.

Such a program represents an enormous undertaking, yet the Board is organized to carry on an effective work with a very small overhead expense comparatively speaking, because it will make use of all existing agencies which are now functioning in the interest of the livestock and meat industry.

The Institute of American Meat Packers, United Master Butchers and National Meat Councils are co-operating fully with the National Livestock and Meat Board in promoting its educational program and because of their effectiveness in connection with the "Meat for Health Week" the Board appropriated \$7,500 for co-operative work leading to the organization of additional Meat Councils.

Other co-operating organizations are the national, sectional and state livestock associations, breed associations and record associations.

Space will not permit listing all the co-operative agencies, governmental, educational and otherwise that the Board has established a working contact with, but suffice it to say that the co-operative plan that is already working touches every known agency that is in any way interested in the purposes for which the Board was organized.

#### Publicity Sources Used.

This co-operative contact with publicity agencies, such as the Metropolitan Press, (daily and weekly) wire service, trade journals, hotel magazines, farm journals, breed papers, farm bureau, national, state and county publications and radio broadcasting stations, moving picture films, exhibits, speakers bureau, publicity posters, etc., is alone a tremendous factor in the educational program of the Board.

In placing before the public the facts about meat, the Board realizes that the results of all research investigations should emanate from a source in which the public maintains implicit confidence.

The National Livestock and Meat Board recently budgeted \$8,000 to be used in promoting such research work. Through direct research work the Board hopes to enlist the support of the leading universities and colleges. Specific original research work in the interest of establishing true facts about meat will be conducted through those agencies best adapted to this purpose.

Much more could be said concerning the constructive program that the Board has outlined in the interest of the industry as a whole and also the very good work that it has already accomplished.

It was noted during a meeting following the "Meat for Health" campaign that the producer members of the Board were extremely interested in the good work accomplished by that campaign, and it was very evident that they are strongly in favor of the Board co-operating on any national movement that is designed to bring before the public the true facts concerning meat.

Your Committee has taken this opportunity of acquainting you in a brief manner with some of the constructive things that the National Livestock and Meat Board is doing and also some of the things it contemplates doing, for the reason that we are convinced that it is fundamental and with proper support of all interested factors, meat will be given the place in the diet to which it is justly entitled.

We feel that every element in the indus-

try will benefit by such a status and therefore, we urgently recommend that every member firm of the Institute support the work of the Board both morally and financially.

Any further information concerning the Board and its activities including the manner in which it finances itself will be furnished upon request to the managing director, Mr. R. C. Pollock, Old Colony Building, Chicago.

### Report of the Committee to Confer with Retail Dealers and Trade Associations

By P. D. Armour, Chairman.

This is more a review or summary of the program of the Committee to Confer with Retail Dealers and Trade Associations for the fiscal year just closed than a report of the work done, since the Bureau of Merchandising, which is responsible for the execution of the Committee's plans, has given a detailed account of the accomplishments in its annual report.

First of all, the Committee would like to make clear its views on some of the problems of the meat industry, to show what was the purpose back of the laying out of such a program.

While a slight increase has been shown during the last two years, the volume of business of the meat industry as measured by the relation of consumption to population has been on the decline during the past fifteen years. This is true in spite of the fact that our product is one of our most essential foods, and the packing industry itself is generally conceded to be operated on the most efficient basis.

The primary motive of the Committee was to outline a plan of action which, put in execution, would help to relieve this condition.

#### Stimulating Demand for Meat.

Two of the most important things to be considered in stimulating demand for any product are its price and advertising.

The Committee agrees with the generally accepted opinion that increased savings in industry whereby prices to the consumer may be lowered are to be derived chiefly from more efficient methods of distribution.

In regard to advertising meat as meat, which has been proven the most effective way of increasing demand in the use of other industries, there are limitations that are not easily overcome.

Fresh meat, being 70 per cent of the volume of business, is the chief product which it is desirable to advertise to produce increased demand, but no individual company can afford to advertise meat as meat. The product cannot be given identity by brand or trademark by which the company would be assured of sufficient increased volume for itself to pay the advertising expense.

The meat industry cannot hope to regain its lost ground except by educating the consumer in some way to the merits of its products, and this the various factors of the industry are trying to do in co-operation.

#### Bring Retailer and Packer Together.

This limitation may not be altogether an unmixed blessing. It has brought both the retailer and the packer to realize that their interests are mutual, and that neither can afford to disregard the other's best interest. This has manifested itself by both retailer and packer expressing a willingness to co-operate in promoting the welfare of the industry.

To meet the demands of this situation, an organization known as the National Association of Meat Councils, which is made up of a number of local councils located in the large consuming centers of the country, was formed and is now functioning. The membership of the National

Association and the local councils is equally divided between retailers and wholesalers.

This organization is aiming towards improved merchandising methods in the distribution of meat products, in order to effect savings that may be passed on to the consumer in lower prices and is acquainting the public with the facts about the meat industry. It is improving retailer packer relations and is increasing the consumption of meat.

#### Providing a Constructive Program.

It was the problem of the Committee to help provide a constructive program through which this national organization could successfully carry on the work of improving merchandising practices in meat retailing and acquainting the public with the facts about the industry and its product.

Accordingly, the Committee and the Bureau, together with executives of retailers' organizations worked out a program embracing subjects adapted to these varied needs.

This program, which was committed to the Institute's Bureau of Merchandising for accomplishment in co-operation with the National Association of Meat Councils, proposed to do the following:

#### The Nutritional Poster Service.

The continuance of distribution of nutritional poster service, which consists of a series of black and white posters containing paragraphs on the nutritive value of meat.

#### Training Courses for Retail Dealers.

The promotion by local meat councils of training courses for retailers similar to that being conducted by the famous Central Continuation School of Milwaukee in co-operation with the local meat councils.

#### Advertising Campaigns.

Co-operation in promotion of local meat council advertising campaigns.

#### Special Equipment.

The interesting of manufacturers of market equipment in developing special model equipment and educating dealers on the value of adequate facilities.

#### Standardized Program for Meat Councils.

The preparation of a program for a series of local meat council trade meetings.

#### Wholesaling Merchandising Practice.

The publication in the trade press of articles on the merchandising practices of the most successful dealers.

#### Retail Accounting System and Expense Study.

The promotion of better merchandising practice by assisting the dealer to adopt an adequate system of accounting, prepared jointly by Northwestern University and the U. S. Department of Agriculture.

Here is a project which really merits special discussion at this place:

#### Keep Better Books and Analyze Retail Expenses.

The U. S. Department of Agriculture issued the forms, which are supplied to the dealer without cost.

The adoption and installation of the system by retail dealers has been promoted aggressively by four specially trained men, two each from the Department of Agriculture and Northwestern University.

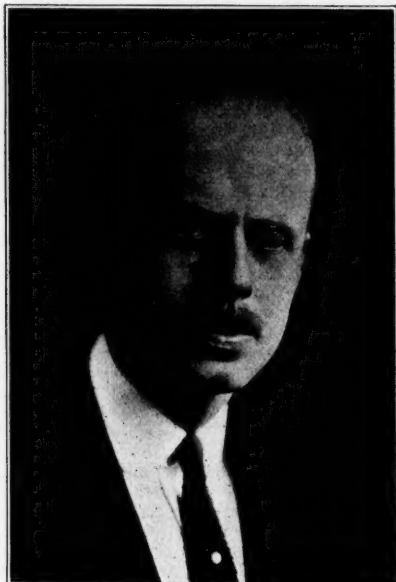
These men spend their entire time with the retail dealers in various cities, installing the systems, and instructing the individual dealer in keeping his records and making monthly reports, and closely supervising the work in all details. The Department of Agriculture and Northwestern University maintain a central joint office in Chicago to which all monthly reports are sent, and where they are analyzed and tabulated under the direct supervision of Professor Horace Secrist of Northwestern University.



**Monthly Retail Expense Reports.**

The result of the analysis made of the monthly reports, together with a statement of the operating costs of the individual dealer is sent to each reporting retailer. This service supplies the dealer with a standard of operating costs, against which he can compare his own costs on any particular item of operating expense, rent, wages, delivery or total costs.

The work has been in progress seven months and at the end of the year it is planned to have all results analyzed, tab-



P. D. ARMOUR III  
(Armour & Company, Chicago),  
Chairman Committee to Confer With Retail  
Dealers and Trade Associations.

ulated, and published in book form for general distribution to the industry. This means that there is still a space of five months to cover.

The estimated expense of continuing the survey over the balance of the year on the present scale and the publication of the results will be approximately somewhat more than \$9,000.

The cost of the participation of the University in this work up to this time has been met by the Institute out of a special fund set aside for that purpose. This fund has been exhausted.

**More Funds Are Needed.**

Continuation of the work on the present scale as outlined, then, depends on our ability to secure an appropriation of additional funds sufficient to meet the demands.

It is felt that this work is also of distinct value to the University and to society and that being a party in interest, the University therefore should assume a fair share of the expense. This we feel it will do. The U. S. Department of Agriculture is giving the project strong support both in money and personnel. The packers can afford to match their efforts.

The Committee urgently recommends that the Institute make a special appropriation of \$5,000 out of the general funds to bring this work, which is so important, to a successful conclusion. The biggest economies to be effected in furnishing meat to the public are in the retail merchandising of it. Such economies would do much by reducing prices to consumers, toward increasing meat consumption, and the packers volume. The study is along the right lines for this purpose.

There is one other subject which should be mentioned here.

**Manual of Meat Cutting and Meat Merchandising.**

Another plan which the Committee has

considered for promoting better merchandising of meat is the preparation of a reference manual on approved methods of cutting and handling, along with the description of the best retail selling practices. It is proposed that the text of the book will be contributed by men who are experienced in retail merchandising and who have successfully applied their theories; also it is proposed where practical to show through the medium of charts and tables the factors of percentage, prices and styles of cuts and other material for which there is a real need, but which is not contained in any existing literature. Various plans for the financing of this book are under consideration by the Committee.

**Conclusion.**

The report of the Bureau of Merchandising will show how the program of the Committee as itemized above was carried out. It is hoped the members will read it carefully. They will find it in the report of the Department of Education and Research which they already have.

**Report of the Legal Committee**

By Thomas Creigh, Chairman.

On behalf of the Legal Committee of the Institute, I submit the following brief annual report showing various activities during the past year.

The work was largely routine correspondence between the Secretary's office and the Chairman of the Legal Committee, consisting of advice, information or opinions upon such subjects as:

1. Institute publicity.
2. Various bills in Congress or legislatures.
3. Comments on various court decisions as for instance those applying to association activities.
4. Railroad rate and other matters.

Aside from the above, the two principal topics in which the members generally would be most interested are:

**Modifying Adverse Advertising.**

1. In connection with the campaign to secure better distribution and increased consumption of meats—the effort on the part of various committees to secure modification in the advertising matter of patent medicine proprietors and other food manufacturers of references adverse to meats.

We think the various committees have had quite remarkable success through the high character of the correspondence conducted by them and other action taken.

2. The matter of advising the President and various committees of the Institute on the question of the right of the Packers' and Stockyards' Administration to install auditors in the offices of the various packers and to make a continuous check of the packers' private records for statistical and other information.

In our opinion, no matter of greater consequence to the industry has been presented since the consideration of the Packers' and Stockyards' Act by Congress. While fully appreciating the point of view of the Administration and its desire to have ample information, properly verified, and kept amply up to date, in order that Congress and the public may be kept constantly informed as to items which may be regarded of importance (most of which, however, is available to them from the records of the Department itself) it has nevertheless been our consistent view that some limit must be found to properly preserve the privacy of the accounts and records of the packing companies.

In the case of Federal Trade Commission vs. Gratz, 253, U. S. 421, the Supreme Court said:

"If real competition is to continue the right of the individual to exercise rea-

sonable discretion in respect of his own business methods must be preserved."

**Information Which is Private Property.**

Our view has been based not only upon the necessity as thus set forth of preserving the various managements' own discretion, but also upon the fact, which seems to us obvious, that as between competitive managements every precaution must be taken so as to secure the utmost privacy insofar as all PROPER practices are concerned.

In other words, information as regards manufacturing costs; departmental methods and transfer prices; what plants, departments or markets are profitable, or which of them in turn are not so fortunately conducted, and the exact detail of such profit or loss, are all of them items which illustrate how impossible it would be to grant access to outsiders or government auditors no matter how fair their intent might be.

As we understand it, correspondence is still being conducted, and other efforts will be pursued in the endeavor to harmonize the respective views of the Administration and the packers, and to secure some practical working basis which will secure the information which the Administration needs and, at the same time, will protect the privacy of the business of the packer, this latter being undoubtedly equally essential.

**Report of the Finance Committee**

By S. T. Nash, Chairman.

Your Finance Committee had no occasion to meet during the current fiscal year, hence we have no special activities to report. Individual members have observed the general financial situation and are familiar with conditions peculiarly pertinent to this industry.

It may be said that the improvement in industrial conditions has had a very direct and salutary effect upon the financial conditions within the industry. General employment at good wages has always



S. T. NASH  
(Cleveland Provision Company, Cleveland, O.),  
Chairman Finance Committee.

tended toward an expansion of buying power in every line. This condition during the current year has been the means of enabling this industry to absorb the unprecedented hog runs that have continued throughout the year.

**Very Little Re-financing.**

With the exception of some of the larger concerns, there has been very little re-financing within the industry. Moreover,

there has been very little promotional work in the establishment of new concerns, except one organization in the East. Press reports indicate that some state authorities are looking askance at the activities of that particular organization.

Increased activities of some of the smaller units have led to the construction of many additions and betterments. New tank houses, improved and enlarged killing floors, additional refrigerating space are reported in every direction. One member is constructing a new and much larger plant involving the expenditure of a considerable sum.

#### **Inventories on Sensible Basis.**

Financing of current operations has been effected through the usual channels, and inventories kept on a sound and sensible basis. The industry may be said to be in good financial condition, and with even better prospects for the coming year.

Forecasts released by some of the larger units indicate that their earnings are ample to take care of all obligations, with an ample margin to take care of any possible emergencies. Moreover, their sales are reported to show a decided improvement in volume.

### **Report of the Traffic Committee**

By F. W. Ellis, Chairman.

In submitting for your consideration the report of the activities of your Traffic Committee we shall deal with each subject in the briefest possible manner.

The Committee held frequent meetings throughout the year and endeavored to hold these at least once each month. Committee attendance was excellent and every member is entitled to full credit for the work accomplished. The following subjects were worthy of mention:

#### **1. Mixed Carloads of Livestock.**

Mention was made in the 1922 report of the Committee of the case before the Interstate Commerce Commission involving the rates and rules applicable to mixed cars of livestock. This case was of particular interest to small packers and to those who buy direct. In a recent decision the Commission has modified its previous report and has granted more liberal mixing privileges than were formerly in effect. This will result in the saving of considerable money to co-operative shippers.

#### **2. Double Deck Minima on Sheep, Etc.**

Since our last report complaints have been filed attacking the 22,000-pound minimum on sheep and lambs in double deck cars in Western territory. This follows the decision of the Commission which reduced the minimum to 18,000 pounds in the Eastern territory. Many Western members will be anxious to intervene in the latter proceeding, as there will be considerable repatriation involved.

#### **3. Railway Claims.**

Institute headquarters, with the co-operation of the Traffic Committee, has assisted many of the members by aiding and advising them on loss and damage claims. There is no desire that the organization shall act as a claim collection agency, but whenever a member has difficulty in getting a fair deal on any particular claim, he should make use of this service.

#### **4. Refrigerator and Other Cars.**

The Committee has kept in close touch with the general equipment situation, and aid has been given by both the Washington and Chicago offices, when members were in dire need of cars. The Committee especially acknowledges the assistance rendered by Mr. Norman Draper, the Institute's Washington representative.

#### **5. Car Pooling Plans.**

There is need for careful watching of the proposed plan of car pooling. It is being urged by certain organizations that

the packers' privately owned refrigerator cars shall be included in the general pool. The Committee is keeping in close touch with the whole situation and is co-operating with our Legal Committee. When occasion arises we will be prepared to furnish the Legal Committee all essential facts for presentation to appropriate Congressional committees and have confidence in our ability to justify the exclusion of these cars.

#### **6. Consolidation of Railways.**

The Institute has taken no official action on the question of consolidating the railways into a few competitive systems. The Committee recommends that our members pay particular attention to this important question in their own territory.

#### **7. Bedding of Livestock Cars.**

Since our last report the Commission has heard and decided the famous "bedding" case. This complaint had attacked the charge imposed for bedding livestock cars and alleged that the cost of the bedding was a part of the rate.

The Commission's decision, which was recently released, definitely declares it to be the duty of the carrier to bed live-

ing of hogs in the principal hog producing states.

Their decision, which was recently released, reduced the single deck minimum on standard cars from 17,000 pounds to 16,500. No change is to be made in the double deck minimum on standard cars.

#### **10. Strike Conditions.**

Since our last report a number of the carriers have settled the shopmen's strike. Others have stood firm and their men have called off the strike and returned to work. On a few roads the men are still on strike, and operating conditions are not normal.

On the whole, the carriers have made a remarkable recovery from the effects of the strike.

#### **11. Merchant Marine and Ship Subsidy.**

Although the Institute went on record at the 1922 convention in favor of a ship subsidy and a privately operated merchant marine, this program was not carried out by the Congress.

#### **12. Complaint on Eastbound Rates.**

The Traffic Committee has kept the Institute clear of the rate case involving eastbound livestock versus meat rates. This proceeding is one which involves a controversial question between members in the West and members in the East. We express no opinion on the merits of the respective contentions, preferring to leave the whole question to the Interstate Commerce Commission.

#### **13. National Transportation Institute.**

There has been organized for the purpose of research work on the general transportation problems what is known as the National Transportation Institute. It professes to be operating free from all railroad or anti-railroad domination, and should, if so operated, be able to render valuable aid in developing facts of value to the American meat packers.

#### **14. The Hague Rules.**

This important subject continues on our docket as unfinished business. By persistent efforts we have been instrumental in getting several important modifications of the rules. Moreover, we have no intention of ceasing our efforts to obtain fair treatment.

The coming session of Congress will doubtless enact some sort of legislation to give effect to these rules. We are hopeful of getting such reservations as will protect American shippers. Copies of the English bill show that our friends abroad had no hesitancy in reserving such protection as they deemed necessary and we hope to be accorded similar treatment by our legislature.

#### **15. Meat for Health Week.**

Your Committee is pleased to report that its members were instrumental in getting the fullest possible co-operation from all important American railroads in furthering the work of Meat for Health Week. Menus on all dining cars featured meats, and stickers, as well as special menu cards, proclaimed the existence of Meat for Health Week.

#### **16. General Railroad Policies.**

Your Committee respectfully recommends to its members that all exercise patience in dealing with the general problem of railroad service. We believe the carriers are gaining in their fight to restore service to the normal American standard. We recommend, moreover, that all unfair legislation be discouraged in every possible manner so that no further handicaps may be imposed.

We view this present situation as the supreme struggle to justify the continuation of private control so long recognized as an example of American fair play. A breakdown at this time may bring chaos and governmental operation with all its attendant troubles. One experience with that un-American system should suffice. Therefore we conclude our report with the recommendation, "Give the railroads a chance."



F. W. ELLIS  
(Armour & Company, Chicago),  
Chairman Traffic Committee.

stock cars. However, it permits the carrier to collect for the service either as a separate item or as part of the rate.

This decision condemns the practice of some carriers in "farming" out the service at costs in excess of the tariff charge. It also holds that the amounts collected in the Western Territory where the service was formerly in the rate, shall be refunded. Many members are preparing to collect these overcharges.

#### **8. Southeastern Livestock Rates.**

The compromise livestock rates mentioned in our last report as those to be made effective in the Southeast have now been published. Our Southern members are now enjoying rates, rules and regulations such as their competitors have long enjoyed in other territories.

This seems an appropriate time and place for the Committee to express its regret that Mr. D. M. Goodwyn, formerly freight traffic manager of the Louisville & Nashville Railroad and the one railway man chiefly responsible for these rates, should have been taken by death, before the full benefits of his generous act became apparent.

#### **9. Carload Hog Minima.**

As the result of several complaints attacking the carload minima in single and double deck cars the Commission instituted a general investigation into the load-



## Report of the Department of Education and Research

By W. W. Woods, Vice-President in Charge.

Sept. 10, 1923.

To the President of the Institute of American Meat Packers, Chicago, Illinois.

Sir:

This report of the Department of Education and Research, covering the work done by four of its Bureaus, is respectfully submitted to the President of the Institute. The members in justice to themselves, should read it—all of it.

There are many reasons why they should do so. The chief one is the fact that the Department with its four Bureaus, whose work is reported herein, spent about seventy-five thousand dollars of their money during the fiscal year now closing; and seventy-five thousand dollars, as Mr. Brisbane said of a million, is always interesting. It should be especially interesting to the men who paid it.

This is not intended flippantly; it is stated informally and bluntly to stimulate a thorough examination of the Bureau reports. It is meant entirely seriously. The members owe it not only to the Institute staff but to themselves to examine and appraise the work on which their money was expended. To do this thoroughly, they should have a clear idea of the structure of this Department.

### Departmental Organization.

The Department of Education and Research is in charge of a Vice-President of the Institute, who is responsible to the President and the Executive Committee. It includes the following Bureaus, under the direction indicated:

Bureau of Public Relations—Wesley Hardenbergh.

Bureau of Nutrition—C. Robert Moulton\*.

Bureau of Home Economics—Gudrun Carlson.

Bureau of Merchandising—D. W. Martin.

Bureau of Industrial Education—W. E. Hotchkiss.

Bureau of Scientific Research—C. Robert Moulton.

\*Note: Dr. Moulton is temporarily on leave; with permission of the President of the Institute and the Chairman of the Institute Plan Commission, to permit him to serve as Acting Director of the Bureau of Scientific Research in connection with matters too important to await the selection of a Director.

Not one of the Bureaus tabulated above, except the Bureau of Public Relations, is a Bureau in the sense of having divisions or a staff; the Director does all the work except such as is done by the stenographers and a typist. The Bureaus are so named because they mark broad, important fields of work, which are not further subdivided solely because it is not financially practicable.

### What Do These High-Sounding Bureaus Really Do?

Some of the Bureaus of this Department will always spend a good part of their time and a certain part of the members' money on accomplishments which, though highly important to the industry and every company in it, will not show up in the day-to-day yield sheet of the individual packer (and, many times, never will come recognizably to his attention at all).

Consider some actual examples:

Children in the public schools of one of the very largest cities in the East never received meat in their "school lunches." The city supervisor of home economics, who was responsible for planning the meals, stated that these lunches must be available at a few cents each, and that this barred meat. Thereupon, with the approval of the supervisor, our Bureau of Home Economics added to its program the working out of menus by which forequarter meats could be used to make wholesome, inexpensive school lunches.

Now, there are numerous school supervisors of home economics in the United States, and many of them plan the so-called penny lunches. But it is doubtful that there ever will be a time, no matter how successful the Bureau of Home Economics may prove in this direction, when a packer can examine his books and say: "I made that dollar because the Bureau of Home Economics did thus and so."

Another example from the records:

A great life insurance company having more than six million policy-holders issues a booklet on "How to Live Long," and on dietetic subjects under other titles. It urges the readers not to eat much meat. A medicine manufacturer bought space in newspapers, big and little, throughout the United States, and therein stated unfairly that meat caused certain alleged diseases, and urged that less of it be eaten or the medicine be taken to avoid its asserted ill effects.

### Anti-Meat Propaganda.

Now, no individual packer can measure the effect of such propaganda on his own business. Yet it does have an effect.

And when the Bureau of Public Relations and the Bureau of Nutrition take up such cases and obtain a discontinuance—as they generally do—of such propaganda against meat, the individual packer can not measure definitely the benefit to his own business. Yet it is there, and no one can deny that the public opinion of the food value of meat is of vital concern to the industry.

Consider one more example:

Do you know why, although retail meat prices are the subject of criticism and wholesale prices formerly were, there is now no criticism of packers' prices? The Bureau of Public Relations knows.

These are merely examples cited to show how indirect some of the results are.

Other illustrations could be drawn from other Bureaus. The point to be noted is that many of the Bureaus in this Department have to do with work which, while important and necessary to the welfare of all companies in the industry, is not directly related to the day-to-day operating problems of individual packers and is not apparent in their day-to-day balance sheets.

### What \$75,000 Can't Do.

It is well to remember what can and can't be done by \$75,000 expended on behalf of a three-billion-dollar industry in efforts directed at 110,000,000 persons who were taught for years (without anyone's troubling to correct the misinformation) that packers are robbers and meat is poison.

There are obviously some things it can't do:

1. It can't send one postal to a tenth of those consumers, but must reach them through their leaders and teachers and specialists and papers.

2. It can't buy an effective, national advertising campaign (badly though it's needed) in the newspapers and magazines.

3. It can't be spent wisely under a policy which shifts with temporary changes in the packing business; but it must be applied to the solution of permanent, fundamental problems of the industry.

### What \$75,000 Can Do.

If intelligently disbursed under carefully developed plans based on experience, seventy-five thousand dollars can maintain the Bureaus reporting here, including all salaries therein, stenographic help, printing, postage, stationery, furniture and equipment, and a proportionate share of the rent and other similar charges of Institute headquarters; and through this form of organization, focused on funda-

mental problems of the industry, can do a great deal to:

1. Correct popular misunderstanding about the food value of meat and disseminate printed information to specialists about the place of meat in the diet. (Bureau of Nutrition, et al.)

2. Correct published misinformation about meat packers, their operations, their profits and the price of their products. (Bureau of Public Relations.)

3. Explain, by speakers, exhibits and motion pictures, facts important to the packing industry. (Bureau of Public Relations.)

4. Assist the packers to move surpluses of a particular product through poster advertising, dealer co-operation, stimulation of sales effort, and preparation of copy for possible use by individual packing companies, dealers and others in their advertisements—as in the ham campaign and many features of "Meat for Health" Week. (Bureau of Public Relations.)

5. Keep members better informed on conditions in the entire industry through statistics, and weekly and monthly reviews of the meat and livestock situation. (Bureau of Public Relations.)

### Tell Packers' Service.

6. Promote among livestock producers a better understanding of the packers' service and of trade conditions—as in the Meat and Livestock Digest. (Bureau of Public Relations.)

7. Promote better merchandising of meat at retail, with a view to increased consumption of meat, and a better feeling on the part of the dealer toward the packer. (Bureau of Merchandising.)

8. Establish what the average expenses of selling meat at retail are, so that any dealer may check every item of his costs against the average and "spot" his leaks. (Bureau of Merchandising.)

9. Persuade the dealers to advertise meat, to push the cuts that are "dragging" and to disseminate among their customers and passers-by, printed information on the food value of meat. (Bureau of Merchandising.)

10. Carry facts about meat, its food value and uses, to teachers, home economists, dietists, et al. (Bureau of Home Economics and Bureau of Nutrition.)

Those are almost as many things, stated in such a general way that each numeral embraces a wide field, as \$75,000 can do on a national scale, while at the same time maintaining a capable organization.

Those things are well worth doing. It is important to the membership that they be done well. If every member will read the detailed statement of the Bureaus as contained in the following pages of this report, they can get a fair idea of how well or badly those things have been accomplished. They owe it to themselves to make a fair and close examination of the results obtained by their employees with their money and, in many cases, with their active co-operation.

It should be noted now, that only the work of the Bureaus of Public Relations, Nutrition, Home Economics and Merchandising is covered in this report. Progress not yet reported to the membership, but so important it hardly can be exaggerated, has been accomplished by the Bureau of Industrial Education; and a program having considerable significance to every packing company is being put into action by the Bureau of Scientific Research. But it seems more appropriate to report their work separately since they are administered by this Department under provisions of the Institute Plan.

Respectfully submitted,  
DEPARTMENT OF EDUCATION AND RESEARCH.

W. W. Woods, Vice-President in Charge.

## Report of The Bureau of Public Relations

In addition to its public relations functions, the Bureau of Public Relations endeavors to be of constant service to the membership and to the entire livestock and meat industry. Naturally, the year has been one of real activity, and much work has been accomplished, notwithstanding the fact that the Bureau was not fully manned until the last two months of the fiscal year.

The work of the Bureau, briefly, has been centered around two general purposes: to interpret the meat packing industry to the public, and to promote a better understanding of the food value and healthfulness of meat. This has involved many phases of advertising and publicity, ranging from the issuance of news statements and the preparation of advertisements to the building and showing of exhibits and the distribution of motion picture films.

Publicity, of course, has been the primary work of the Bureau of Public Relations. In this, we feel, the accomplishments have been of real value to the whole meat industry.

### Institute News Statements Reach Millions.

During the present fiscal year, from the time of the last convention to the present, the Bureau has issued more than seventy news statements on various topics. These have been sent to the following kinds and classes of publications:

1. Daily newspapers and press associations.
2. Meat trade publications.
3. Agricultural and market publications.
4. Commercial and trade journals.
5. Hotel and restaurant publications.
6. Miscellaneous publications.

As a rule, the Bureau does not send news statements designed for daily newspapers and press associations directly to the publications, except in Chicago and in New York and Washington, where the statements are released to the press and to the press associations through the co-operation of the New York and Washington offices of the Institute. Our policy has been to issue only material that is news, and we find that in the majority of cases our statements have sufficient news value to warrant their use by one or more of the large press associations, which telegraph them to hundreds of the leading daily morning and evening newspapers throughout the country.

It is difficult to approximate the number of consumers reached through the news statements issued since the last convention. The Associated Press alone, one of the largest of several news-gathering associations which used statements issued by the Institute, serves in excess of twelve hundred of the leading newspapers of the country, whose combined circulation probably exceeds twenty million copies. The Associated Press "carried" twenty-three of our statements, which means that on twenty-three different occasions our statements were telegraphed to newspapers, whose combined circulation reaches in excess of thirty million readers.

The United Press Associations and the International News Service, both very large services, also carried accounts of Institute news statements on many different occasions. When more than one news service carried our statements, which occurred eleven times, the number of readers reached was greatly increased. On two occasions three press associations carried accounts of our statements.

### Farm and Trade Papers Use Institute Statements.

Almost all of the statements prepared for the daily newspapers were released to the meat trade publications. In addition, special stories of different sorts were supplied to the meat trade journals.

Agricultural and market publications re-

ceived many of the statements sent to the daily press, usually in a different form, and others in addition. Clippings which we have received indicate that our statements are published frequently in the farm press.

Some of the statements issued to the daily newspapers also were sent to the commercial and trade publications.

Hotel and restaurant publications, which have a wide circulation among a group which sells a relatively large percentage of the meat consumed annually, received special statements, such as those calling attention to the desirability of using bacon in sandwiches, and the reviews of the livestock and meat situation.

Statements have been sent to some house organs, women's magazines, bank publications, etc., and have been widely used in many instances.

### Bureau Furnishes Many Special Articles.

While discussing newspaper and magazine publicity, it will be appropriate to mention that the Bureau of Public Relations has prepared a number of special articles during the year. Among these may be mentioned several articles for *The Food Server*, a hotel and restaurant publication, discussing the food value of meat

plays in the agriculture of our country.

The fact that *The Producer*, the official organ of one of the leading producer associations, has opened its pages freely to articles about the packing industry from the packing industry attests eloquently, we believe, to the improved relations between these two great branches of the country's largest industry.

### Hotel and Restaurant Publications.

The importance of serving the hotel and restaurant publications with articles about meat lies in the fact that restaurateurs have a very important bearing on meat consumption and on our public relations. The price which they charge for meat affects the feelings of the public toward us. For example, there probably isn't one among us who hasn't picked up an agricultural publication within recent years and read complaints about two-dollar steaks and seven-cent cattle. This has been a favorite topic of senators and sundry publicists.

Moreover, if the restaurateur chooses not to feature meat on his menu, but does feature fish, chicken, and other commodities, the patrons of his restaurant will order the articles featured, ignoring meat. This has been proved repeatedly. Consequently, we feel it highly desirable to keep closely in touch with the hotel and restaurant men, through their publications, in order to do everything we can to get the restaurateurs to feature meat on the menu, to induce them, if possible, to try for large volume, with a small margin, and to encourage the serving of the less used cuts of meat by placing at their disposal the experience of restaurateurs elsewhere who have profited in so doing.

The New York office of the Institute and the Bureau have already done some pioneer work along this line. The Bureau's work has consisted in preparing several articles for *The Food Server*, as has been mentioned. The New York office of the Institute found that a chain of cafeterias in New York was selling hamburger steak in increasing volume, interviewed the manager of the restaurants, obtained information concerning his methods of preparation and serving and his costs, and made the interview and the information the basis for an interesting article which was published in a recent issue of *The American Restaurant*. It is the Bureau's intention to reprint this article and distribute it widely among lunchrooms, restaurants and cafeterias.

### Bureau Corrects Much Published Misinformation.

Owing to the fact that misinformation concerning the industry and its products still exists in some quarters, the Bureau has found it necessary to do considerable corrective educational work. This has consisted in the writing of a total of more than two hundred letters since last October to the editors of newspapers which published unfair or inaccurate statements concerning the industry and to advertisers whose advertisements likewise were in error. In a large number of cases, our letters to the editors of newspapers were published, thus giving thousands of readers the benefit of our viewpoint on the question under discussion. The advertisers to whom we wrote responded in most instances, and, in every case where they did respond, accepted our point of view.

Many of the editorial articles which we answered attacked the prices of meat and charged that they were "too high." In every case, we were able to quote definite figures to show that, on the contrary, meat was one of the cheapest foods. This service, we feel, has been very important, for it is human nature to turn away from something which seems unduly high or which apparently is yielding unduly large profits to the person or company making or selling it. We feel that our comment corrected the impression which had been fostered in the mind of the reader that all meat was high in price.



WESLEY HARDENBERGH  
(Institute of American Meat Packers)  
Director Bureau of Public Relations

and urging restaurateurs to feature meat on their menus and to specialize on the less demanded cuts; articles on by-products and various other phases of the meat packing industry for *The Producer*, which is the official organ of the American National Livestock Association, and for a number of other publications of lesser prominence.

The articles prepared for *The Producer* later formed the basis for an article supplied by Mr. Norman Draper, the Institute's Washington representative, to a large news service association, which prepared an article from it for its numerous publications.

### To Extend Activities During Coming Year.

Our plans for the coming year contemplate a more extended service to the hotel and restaurant publications and to the agricultural and market publications. Although the agricultural press has used a great deal of material issued by the Institute, we believe that this is a field which should be cultivated more intensively with statements bearing on the economic aspects of the packing industry, to the end that the producers throughout this country will understand more fully the mutuality of interest between producers and packers, and perceive clearly the remarkable service which the packing industry renders and the important part which it



### Institute Booklets Reach—and Teach—Many People.

The issuance of booklets and leaflets to influential people constitutes one of the most effective and most economical means of education. If leaders of various groups—the "key people" so to speak—be properly informed on any subject, they will pass correct information along to the people with whom they come in contact, either through the spoken or written word.

The Bureau of Public Relations, in most instances, has tried to reach with its booklet publicity, not the general public, but the leaders of the general public, such as educators, farm leaders, county agents, et al.

With the co-operation of the Bureau of Home Economics, the Bureau of Public Relations issued a sausage booklet, describing the various kinds of sausage and giving recipes. This booklet was sent to a large group of home economic teachers, home demonstration agents, club leaders, etc., who reach and teach many thousands of people, and was offered to the membership at cost. Counting those distributed by the membership and by the Institute, more than a quarter of a million copies of this booklet were circulated.

### Packer Lectures Read Widely.

The lectures given last winter at the University of Chicago under the joint auspices of the School of Commerce and Administration of the University and the Institute Plan Commission, were edited and prepared for the printer, proofs were read, and finished printed copies were distributed by the Bureau of Public Relations. More than seventy thousand copies of these lectures were printed in all, and more than fifty thousand have been distributed. The remainder are being kept on hand to answer inquiries and to fill requests.

The "Meat" booklet, which the Bureau issued about two years ago, in co-operation with the Committee on Nutrition, has been given added circulation through the efforts of the Bureau. More than seventy-five thousand copies have been distributed since the last convention, making a total distribution, since the booklet was issued, of more than a quarter of a million copies.

In addition to recipes, this booklet gives correct information about the high food value of meat and its healthfulness in the diet. It is written in a popular style and is eagerly sought by women everywhere. Extracts from it have been reprinted widely, particularly in daily newspapers and farm publications.

### Motion Pictures Help to Sell More Meat.

The Bureau's division of motion pictures now possesses prints of the following films:

"More for Less"—a short picture urging the use of the less demanded cuts of meat. This film was produced a year ago under the joint supervision of the Bureau of Home Economics and the Bureau of Public Relations. We have two prints, both of which are in circulation.

"Meat for Health"—the nutritional film produced by Bert Green, under the supervision of the Department of Education and Research, for the National Livestock and Meat Board from a scenario prepared by Dr. C. R. Moulton, Director of the Institute's Bureau of Nutrition, in co-operation with Mr. Dudley and Mr. Cutting, of the New York office. The Bureau co-operated to some extent in circulating prints of this film during and after "Meat for Health Week" and already has initiated arrangements to keep several prints in constant circulation through various organizations and film libraries.

"Behind the Breakfast Plate"—a two-reel film produced by the United States Department of Agriculture to show England and other European countries the care, cleanliness, and skill with which pork products, particularly bacon, are produced in this country. The Bureau co-operated, along with several Institute committees,

in the production of this film, helping to arrange for some of the interior scenes, making suggestions concerning the scenarios, and aiding in giving the film circulation, both in this country and abroad. For a long time, the print owned by the Bureau was the only one in circulation in this country. The United States Department of Agriculture and the National Livestock and Meat Board are giving the film extensive circulation throughout the chief meat-importing countries of Europe.

"Livestock Losses and How to Reduce Them"—The Bureau has continued to circulate this film, which it produced two years ago in co-operation with the Committee on Livestock Handling Losses. During the year, this film has been shown to more than 23,000 livestock producers, shippers, and stock handlers.

Much of this circulation has been given by the Committee on Livestock Losses and by the Western Weighing and Inspection Bureau. One print of this film is being circulated by the motion picture library of the American Farm Bureau Federation. Another is being circulated by the Department of Visual Education of Iowa State College, and a third by the University of Nebraska. The work of the Committee on Livestock Losses falls under the jurisdiction of the Department of Association Management. The Bureau co-operates with the Department and the Committee in circulating the film.

### Millions See Institute Exhibits.

Exhibits at health shows, pageants, fairs, and at similar events attended by thousands of people, are a very effective means of keeping an industry and its products before the public. In the use of exhibits, the Institute has not been as active as certain other organizations, notably the dairy people, although a fair beginning has been made.

In addition to handling the showing of the model exhibit of packinghouse operations at several places during the year, the Bureau of Public Relations, with active co-operation from the Bureaus of Home Economics and Merchandising, designed and superintended the building of an automatic exhibit showing the relative location of different cuts of beef and the dishes which can be made from them, and stressing the relative economy of such cuts as the chuck, plate, shank, flank, rump, and round. This exhibit has been shown at the New York Health Show, at the Denver Pageant of Progress, and elsewhere. Wherever shown, it has attracted widespread attention. Packers and dealers who have seen it say that it is the best graphic presentation ever worked out of the story of the less-used cuts of beef.

The model exhibit of packinghouse operations, which was donated to the Institute two years ago by the Chicago members, has been shown as follows:

### Showing of Model Exhibit of Packinghouse Operations Previous to 1922 Convention.

City	Occasion	Attendance
Chicago, Ill.	Pageant of Progress	2,000,000
Evansville, Ind.	Chamber of Commerce Exposition	60,000
Vincennes, Ind.	Chamber of Commerce Fall Festival	25,000
New York City	American Public Health Association Convention	250,000
Louisville, Ky.	National Public Health Exposition	150,000
St. Louis, Mo.	National Food Show	150,000
Kan. City, Mo.	National Food Show	125,000
Aurora, Ill.	Central States Fair and Exposition	300,000
Springfield, Ill.	Illinois State Fair	600,000
Des Moines, Ia.	Manufacturers' Exhibit	50,000
Total		3,770,000

### Showings of Institute's Exhibits Since 1922 Convention.

City	Occasion	Attendance
St. Louis, Mo.	St. Louis Health Show	50,000
Denver, Colo.	Denver Pageant of Progress	125,000
Ottumwa, Ia.	Diamond Jubilee Celebration	15,000
Total		190,000
Previous total		3,770,000
Grand total		3,960,000

The new exhibit, bearing on the less-used cuts of beef, has been shown as follows since its completion in January:

### Showings of Illuminated Steer Exhibit.

City	Occasion	Attendance
New York City	New York Public Health Show	187,000
Denver, Colo.	Denver Pageant of Progress	125,000
Ottumwa, Ia.	Diamond Jubilee Celebration	15,000
Des Moines, Ia.	Boys' and Girls' Club Meeting	500
Total		327,500

Note: The Illuminated Steer Exhibit is scheduled for display at Des Moines Manufacturers' Exhibit from October 8 to 14, 1923.

The policy which is followed invariably in showing these exhibits is that their display in a particular locality must meet with the approval of all member companies of the Institute located or represented there, and that all expenses incurred in showing the exhibits must be met locally.

With this policy in effect, the showing of these two exhibits to more than four and one-quarter million people has cost the Institute less than twenty-five hundred dollars, including the whole cost of the new exhibit and the maintenance of the model exhibit, plus the addition of certain equipment which has enhanced its exhibit value.

The Bureau has made it a practice to supply special news statements concerning the exhibits, and photographs where requested, for issuance to the local press by those showing the exhibits. This, together with the intrinsic merit of both exhibits, has resulted in considerable favorable local publicity wherever the displays have been shown.

An additional service in the matter of exhibits has been performed by the Bureau of Public Relations in furnishing suggestions for meat exhibits at fairs, shows, etc., to member companies which have requested help, as well as to several outside individuals and organizations, such as the Missouri State Department of Agriculture and the Pacific International Livestock Exposition.

### Speakers Reach Important Audiences.

The speakers' division of the Bureau of Public Relations obtains speakers from within the industry for organizations requesting them, and also endeavors to arrange for the appearance of Institute representatives on the program of important meetings and conventions. This is done through correspondence and the sending of a booklet, "Speakers from the Packing Industry," which shows photographs of the speakers available, gives brief biographical sketches, and lists the topics on which each speaker is qualified to talk. In this work, considerable credit is due to representatives of various member companies, and to individuals on the Institute staff.

Records of the speakers' division show that since the last convention, in October, 1922, representatives of the packing industry, through the Institute, have addressed 92 audiences. These addresses were classified as follows:

Women's Clubs	13
Retailers (United Master Butchers and Meat Councils)	29
University and High School Classes, Home Economics Associations, and Home Demonstration Agents	29
Chambers of Commerce, Business and Men's Clubs	10
Health Shows, Dietetic Associations, Chemists' Clubs	4
Boys' and Girls' Clubs	1
Radio talks	3
Producers' and fanners' meetings	3

Note that most of the audiences addressed consisted of group leaders—those who mold public opinion about meat and the meat industry. Because of the expense involved, the Institute obviously cannot reach the general public through speakers; and the Bureau, therefore, attempts, as a general rule, to reach those who reach many others.

In a number of instances the Bureau of Public Relations has prepared the addresses given by the Institute representatives.

### Bureau's Statistics Show Market Trends.

As another phase of its service to the industry, the Bureau of Public Relations has supplied the membership at regular intervals with statistical material derived from published sources indicating trends with respect to the prices, production, and supplies of livestock and of meats.

This will be supplemented from time to time with a chart service and with such additional figures on subjects not now treated as it will be possible to obtain, so that members may have from month to month a complete "picture" of the trade.

In addition to the regular statistical service sent to members with Departmental News Letters, the Bureau, from time to time, has reviewed for issuance to the membership, abstracts of articles or reports containing information of value to the industry.

We frequently have supplied special information and special statistics upon request from member companies. For example, the Bureau frequently has been called upon and has furnished data on live stock prices, cold storage stocks, exports, et cetera. We also have supplied statistical data and information concerning different phases of the industry to various outside individuals and agencies, ranging from the British and Swedish governments to the Tuskegee Institute.

### Meat and Livestock Review Published Widely.

The Bureau of Public Relations, in co-operation with the Committee to Confer with Livestock Producers and the Committee on Public Relations, prepares and issues, as part of its routine work, a monthly review of the livestock and meat situation. This is sent first to members and then, after at least twenty-four hours have elapsed, to the agricultural press, and appropriate extracts from it also are released to the daily newspapers in Chicago, New York and Washington, and to the press associations.

Ten reviews of the livestock and meat situation have been issued since the beginning of the fiscal year. Of these, five were "carried" in part by one or more press associations. The review also receives good distribution through market and meat trade publications and the farm press, particularly such publications as *The Producer* and *Wallaces' Farmer*, which print the review regularly.

### Bureau Co-operates in Special Educational Publicity.

In the matter of educational publicity in connection with the work of various Institute committees, the Bureau of Public Relations has been active.

Under the direction of the Committee on Local Deliveries, the Bureau completed a survey, begun in July, 1922, to determine the relative economy of horse-drawn and motor-driven vehicles, and prepared and issued the study, which will reach you soon. The work of the Committee on Local Deliveries falls under the jurisdiction of the Department of Association Management.

The Bureau has co-operated with the Bureau of Merchandising in the issuance of news statements and the preparation of reprints, leaflets, et cetera.

In co-operation with the Department of Association Management and the Committee on Live Stock Handling Losses, the Bureau prepared and issued several statements during the year, reporting addresses by the chairman of the committee. These statements contained constructive suggestions for the prevention of losses. They were "localized" for the different states and cities and were sent to, and published widely by, daily and weekly newspapers which circulate in regions where much live stock is raised, and thus reached the attention of many shippers.

The following specimen clipping, one of many received, was published by the Mound Valley, Kansas, Times, which circulates in a stock-raising region:

### Instructive Illustrated Lecture Showing How to Reduce Losses on Livestock.

Wichita, Kansas.—Speaking here Tuesday at the Kansas National Live Stock Exposition in connection with the showing of a motion picture film, "Live Stock Losses and How to Reduce Them," produced by the Institute of American Meat Packers, R. W. Carter, Chairman of the Institute's Committee on Live Stock Handling Losses, and Dr. W. J. Embree, Chief Veterinarian of the Western Weighing and Inspection Bureau, both of Chicago, stated that the amount of beef and pork rendered into inedible product in 1922 because of bruises incurred in bringing animals from farms to packing plants would have provided the population of Wichita with meat for approximately two years.

The speakers also asserted that careful study during the past few years of live stock handling losses shows that with a little care in the handling of animals while they are on the farms and from the time they are ready for market until they are unloaded at the stockyards, the great majority of these losses could be avoided.

Dr. Embree, who gave an illustrated lecture on the subject of live stock losses, pointed out that since bruised meat can not be used as food, every pound of meat tanked as inedible product means a waste which is felt by every factor in the live stock and meat industry, from the producer to the consumer.

Among the suggestions made by Messrs. Embree and Carter for the proper handling of live stock from the time the animals leave the farm until they are unloaded at the stockyards, were the following:

1. Clubs, whips, prod poles, spiked poles, or pitchforks should never be used on cattle, hogs, or other animals. These instruments may give the animal more speed but they also cause costly bruises and other injuries.
2. Loose boards, nails, sharp corners, posts, and other objects on which animals might bruise or injure themselves, should be removed from farm barns and fences.
3. Under no circumstances should a gate ever be slammed on live stock. This is an abuse that frequently causes broken ribs in calves and other injuries.
4. Examine carefully the cars furnished for the shipment of your live stock. Be sure that door fastenings, floor patchings, etc., are in acceptable condition, and that no nails, splinters, bolts, or other objects on which the animals might injure themselves project from the sides or floor of the car. Insist that your live stock be placed in a clean car.
5. In winter, lack of bedding is quite liable to cause frozen backs. Insist that the cars furnished for your live stock be bedded with hay or straw in cold weather. In extremely cold weather even the sides of the cars should be partly covered to prevent frostbite. Such materials as cinders, rock dust and coal slack should never be used as bedding.
6. Load live stock slowly and carefully. Avoid excitement and do not beat or bruise the animals.

Messrs. Embree and Carter will lecture on this subject every day while the show is in session.

The Bureau also has co-operated with the Committee on Improved Livestock Breeding in the issuance of news statements and the publication in the "Meat and Live Stock Digest" of material calcu-

lated to increase the production of better bred stock.

### "Meat and Live Stock Digest" grows in Popularity.

As soon as the monthly review of the livestock and meat situation has been issued, it is set up in type and combined with other material to form the little four-page publication known as the *Meat and Live Stock Digest*—a publication dedicated to the interests of the industry whose name it bears.

The *Meat and Live Stock Digest* is sent regularly at monthly intervals to a list of approximately 12,500 persons. The list to which it goes comprises practically all the leaders in the livestock and meat industry, and many economists, and market authorities. Our aim has been to reach a maximum number of important people—the leaders who reach and teach the masses. The following list indicates the distribution of the *Digest*:

Boys' and Girls' Club Leaders.....	312
College Faculties (Producer).....	921
County Agents.....	2,476
Demonstration Agents.....	834
Officials of Farm Bureau Federations, National, State and County.....	1,174
Farm Women.....	3
Federal Reserve Banks.....	35
Libraries.....	252
Live Stock Commission Men.....	674
Members and Representatives of Members.....	354
Nutrition Experts.....	150
Officials, Live Stock Associations.....	632
Officials, Miscellaneous Producer Associations.....	213
Political Economists.....	38
Presidents, Colleges and Universities.....	95
Prominent Producers.....	688
Business and Financial Writers.....	49
Commercial and Trade Journals.....	80
Food Trade Journals.....	14
Correspondents and Writers.....	59
Women's Magazines.....	10
Bank Reviews.....	10
English Newspapers.....	5
Reviews.....	10
Household Editors.....	18
Public School Superintendents.....	94
State Departments of Agriculture.....	64
U. S. Department of Agriculture.....	161
Miscellaneous.....	460

Additional copies are circulated by retailers' associations, through the New York and Washington offices of the Institute, and by various member companies.

Many requests for the *Digest* are received from all parts of the country. Libraries and students in schools and colleges are among those from whom frequent requests are received. Its articles are reprinted widely, particularly in the agricultural press.

### Bureau Co-operates with Other Organizations.

During the year, the Bureau of Public Relations co-operated frequently with the National Association of Meat Councils in the preparation and issuance of news statements and articles of various sorts and in the issuance of various printed material. Vigorous co-operation also was extended to the National Livestock and Meat Board, as typified by the aid given in the "Meat for Health" movement.

### Bureau Aids "Meat for Health" Movement.

The "Meat for Health" activities of the Bureau of Public Relations typify not only its co-operation with the National Livestock and Meat Board, but also its participation during the year in efforts designed to promote a more widespread knowledge of the food value of meat and its healthfulness in the diet, and to increase meat consumption.

When the National Livestock and Meat Board decided to undertake a national "Meat for Health Week," it requested co-operation from all factors in the livestock and meat industry. The Bureau, experienced in this work from its conduct of the ham campaign a year ago, co-operated vigorously from start to finish.

Co-operation in other directions has been given upon request to the National Livestock and Meat Board by the Bureau.

### Other Efforts in Interest of Meat.

The Bureau also has done other work, in addition to that done prior to and during "Meat for Health Week," to increase the use of meat by promoting a more widespread knowledge of its food, healthfulness, preparation, and uses.



One accomplishment was the issuance to the membership of suggested material on the merits of meat for use in advertisements and on the back of letterheads.

In addition to co-operating vigorously in the preparation of copy for the "Meat Economy" advertisements, which have been published in many Meat Council cities and which feature the relative economy of the less used cuts and the food value and healthfulness of meat, the Bureau supervised the Institute's co-operation in these campaigns.

In co-operation with the Bureaus of Nutrition and Home Economics, the Bureau of Public Relations has kept 10,000 group leaders—county agents, home demonstration agents, farm organization heads, farm women leaders, domestic scientists, and others—informed on the food value and healthfulness of meat through the publication of articles in the Meat and Live Stock Digest. This included material calculated to bring orders for quantities of the Department of Agriculture meat poster.

#### Information Files Have Been Developed.

During the year, the Bureau has added to its information files. It now has available to answer inquiries and for other purposes a large amount of material bearing on the livestock and meat industry, particularly on the economic aspects involved. This is supplemented by reference books of various sorts and by a large amount of statistical material on prices, receipts, production, consumption, etc. All of this information is at the service of the membership.

#### Mailing Lists Include 32,000 Names.

It has fallen to this Bureau to develop and maintain a large mailing list. At present, we have more than thirty-two thousand names on stencils and thousands of names on additional typewritten lists. The persons whose names are on the stencil list include, in addition to the groups which appear on the Meat and Live Stock Digest list given previously, 12,645 leading physicians, 1,499 persons who teach subjects allied to foods, nutrition, and home economics in colleges and universities; 6,190 teachers of domestic science and home economics in high schools; 271 dietists and hospital and institutional managers, and the editors of approximately one thousand newspapers and farm publications.

#### Bureau Collects Material for Library.

In anticipation of the time when the present Institute shall have developed into an organization which will be "a combined trade association, industrial museum, research institute, and educational institution, the Bureau of Public Relations has begun the collection of material that will be appropriate and desirable for an industry library. This includes much of the reference data and information mentioned previously, and also bound volumes of several publications, many of which are not available at the public libraries. At present we are having the following publications bound for our permanent library:

Weather, Crops, and Markets; THE NATIONAL PROVISIONER; The Producer; Wallaces' Farmer; The Nebraska Farmer; The Kansas Stockman; Survey of Current Business; Commerce Reports, and Monthly Reports of Foreign and Domestic Commerce.

Although the regular day-to-day duties of the Bureau of Public Relations are such as to keep all members of the staff constantly busy, we stand ready at all times to be of service to the entire membership on any matter that falls within our jurisdiction.

It is only fair to mention that much of the work which has been outlined was accomplished only through the cordial co-operation of the officials of the Institute; of the various committees; of those on the staff of this Bureau, and the other Bureaus, and of New York and Washington offices of the Institute.

BUREAU OF PUBLIC RELATIONS,  
Wesley Hardenbergh, Director.

## Report of The Bureau of Nutrition

### Introduction.

Before telling briefly but specifically what the Bureau of Nutrition has done during the past year, the Director wishes to state in a few words what has been the policy of the Institute on "meat eating" and what the report covers, both in respect to time and material.

The activities of the Bureau of Nutrition for the past year may well be grouped under the three headings of corrective education, constructive education, and research—divisions of labor which were at one time handled by subcommittees of the Committee on Nutrition. The Bureau has continued to enjoy the support of the Committee on Nutrition, which has proved of great help in an advisory and consulting capacity.

The policy which that committee stated to the last annual convention continues to be the policy of the Bureau. We feel that we can stand fairly and squarely on the scientific facts and can well afford to be judicial, conservative and even liberal in the presentations or criticisms offered to those to whom we direct communications.

In extension of this policy the Bureau feels that we can best take the stand that meat has its proper place in the diet, that this diet should be a well-mixed diet, that fresh, green, leafy vegetables and fruits should take a prominent place in this diet and that other good foods such as milk, cereals and starchy vegetables should be included. By thus advocating the established principles of nutrition and diet, while directing attention to the value of our products we shall build on a firm foundation and will never need to make apologies for our stand.

After Dr. E. B. Forbes went to Pennsylvania State College as Director of the Institute of Animal Nutrition, our Bureau of Nutrition was without a director for practically the first quarter of the Institute year. On account of the desirability of printing the reports previous to the convention, this report includes only the activities through the end of July. There are thus but seven months' activities recorded in detail in this report. The outstanding activities of the entire year, however, are included.

### Corrective Education.

The Bureau has given considerable attention to advertising unfavorable to the food value of our products. Eleven different producers of food products have been addressed on this matter, with a total of twenty-six letters.

The favorable results reported last year are being experienced in increasing measure. The advertiser of a patent medicine, who had not been made to see the error of his ways at the time of the last report, agreed two or three months later to discontinue his savage assaults on meat. The activities of the year along this line have been generally successful. The results have been partly direct and happy and partly indirect but nevertheless effective.

Comparing the present situation with that which existed two years ago when the public was being saturated with misinformation about meat by means of advertisements, we can recognize a great change. The disparaging advertisement is now rare and advertisers are more readily amenable to the force of facts presented in a good spirit. It is hoped that continued vigilance and activity along this line will soon eliminate this type of advertisement.

Today, so far as the Bureau knows, the only manufacturer publishing unfair advertising about meat is the maker of Hershey's Chocolate, who unfairly and inaccurately claims on his wrapper that Hershey's Chocolate is more nourishing than meat. One milk producers' association is

using material in its advertising that is no longer approved by the National Dairy Council.

Faddists, such as the vegetarians, continue to disparage meat. This includes Dr. J. H. Kellogg of Battle Creek, Michigan.

Advertisers who formerly published copy unfair to meat but who have accepted our representations in the amiable spirit in which they were offered and have discontinued their policy, include many national advertisers, whose advertisements reach millions of consumers. Their names are omitted here as a matter of courtesy, but they are available to any member on request, for his own information.

### Correct Anti-Meat Articles.

Editorial comment and articles unfavorable to meat as a food have also received considerable attention. Chief among these should be mentioned twenty-six letters on the Macon, Georgia, Telegraph matter (a newspaper propaganda campaign in which meat was disparaged unfairly), three to the Lawrence Ice Cream Company, three to the Home Economics Extension Department of the University of Missouri, eight to Physical Culture Magazine, and six to the Metropolitan Life Insurance Company, as well as four memorandums to Institute officers on this matter.

In addition, one letter was addressed to each of the following: Commerce and Finance, Delineator, Woman's Home Companion, Breeder's Gazette, Cleveland Department of Health, Country Gentleman, Current Opinion, Kansas Farmer and Mail and Breeze, Dr. Royal S. Copeland, Professor McCollum and the American Magazine, the Chicago Y. M. C. A., Mr. A. L. Dixon, and forty-nine letters to miscellaneous newspapers. This makes a total of 111 individual items.

More than fifty letters were written on miscellaneous nutritional matters. Chief among these were six letters concerning an unethical use of Professor McCollum's work and name by the Seattle Creamerymen's Association, nine letters to Professor Sherman and the American Medical Association concerning iron in meat, four to the Battle Creek Food Company, and three to the Life Extension Institute of New York City.

The letters to newspapers have generally been published; and as a result the ill effect of the article or editorial has been largely offset, and the attention of the writer has been directed to the facts bearing on the matter.

### Constructive Education.

The Bureau has continued to compile the scientific literature dealing with the food value of our products and has used much of the material in its letters and otherwise.

The Bureau has prepared an article on the Food Value of Meat, which is being offered to the American Food Journal for publication.

The Director of the Bureau has addressed sixteen audiences, including clubs, dietetic associations, health shows and home economics classes.

In connection with the Meat Council meetings in May, the Director addressed a total of eleven audiences in Cleveland, Toledo, Detroit, Pittsburgh, New York City, Brooklyn, Jersey City, Rochester and Milwaukee. The audiences ranged from a few score to over 800 persons. During this trip, two radio speeches were delivered, one in Pittsburgh at the WCAE broadcasting station to an audience estimated by the station as between 350,000 and 400,000 people, and one at Newark at the WJZ station to a smaller audience.

In connection with the Meat for Health Week, the Bureau co-operated with the Bureau of Public Relations, the Bureau of Home Economics and the National Live Stock and Meat Board in producing a booklet for that occasion. Six nutritional bulletins for use by local chairmen in

broadcasting or for other similar purposes were issued. The Director also prepared, with the assistance of Mr. Cutting, the outline scenario for the Meat for Health film distributed by the National Live Stock and Meat Board.

The Director attended the National Wheat Conference, and some meetings at the American Institute of Baking, and made contacts, with the assistance of other officers of the Institute, with the National Dairy Council, the Cracker and Biscuit Manufacturers' Association, the National Health Shows, Incorporated, and the Miner Laboratories. Indirect benefits should accrue to the Institute and this industry in general from such contacts properly nurtured.

The Director has attended several scientific meetings, chief among which was the spring meeting of the American Chemical Society, where he listened to a symposium on nutrition and presented a paper, which will appear in a scientific journal shortly.

The Bureau abstracts and compiles the literature dealing with its field and maintains a card index of subject matter. About one dozen periodicals, weekly and monthly, are received regularly, as well as copies of special publications of interest to the Bureau.

Considerable material has been furnished to other bureaus to be used by them in connection with their activities. This has been used in letters, in the preparation of posters, in preparing material for advertisements and similar activities. **Research.**

Last year, Dr. Forbes referred to progress on a program for research in animal nutrition being prepared by the subcommittee on Animal Nutrition of the National Research Council. Dr. Forbes and the Director of the Bureau of Nutrition are members of this committee. The report has now been made public and should prove an important contribution. It will serve to direct attention to needed research in this field and especially to the need for research concerning the use of animal products in human nutrition.

Research work on the part of one member company concerning the iron content of meat has progressed well. The analytical work has given data of value which should soon be available for use.

It was pointed out last year that little or no work is being done in the research laboratories of this country dealing directly with the nutritive value of meat. Milk, cereals and other articles of food are receiving attention. Nutritional programs in our scientific gatherings usually include papers on cod liver oil, edible fats (generally not from our food animals), cereals and bread, milk, and other food products, but meat is usually conspicuous by its absence or the material presented contains some indirect evidence that is not interpreted as being favorable to meat.

It is absolutely necessary, in the opinion of the Bureau, for the meat packing industry to stand up in its own defense here as it has done in other ways and present directly or indirectly the scientific evidence for meat as an article in the diet. The presenting of the results of research at scientific meetings such as the one attended by the Director in New Haven in April is of great importance because at such meetings are laid the foundations for the opinions of many investigators in the field of nutrition. This work can be encouraged by fellowships at educational institutions or even by research conducted directly by the Institute.

Many of the common beliefs concerning diet that frequently are accepted as true, but which are better called common fallacies, are acquired from general physicians, who in turn get their ideas partly from outworn and antiquated texts and partly from nutrition specialists, whose ideas are based upon the research with which they are familiar. The chain of circumstantial evidence points most surely to the fact that research concerning the

food value of meat directly affects meat consumption sooner or later. We can not weed out all of these fallacies concerning meat by addressing the physician and the surest way of affecting the situation is by making an adequate investment in nutritional research.

#### Exhibits.

A useful activity that the Bureau of Nutrition can well promote is the preparation of exhibit material for use in educational work, health shows, conventions and other suitable places. Some material already exists but more can readily be prepared, in consultation with other bureaus, that will be a visual expression of the nutritive value of meat. Charts, posters, transparencies, moving pictures and stuffed animals could be used. An effective exhibit of the latter type is one put out by the Carnegie Institute and Dr. Osborne, showing by means of stuffed rats the value of a proper protein diet. The Institute has made use of photographs of these rats which tell the story of the value of animal proteins in a striking manner.

The Bureau is planning to propose the use of stuffed pigs to illustrate the value of meat products in the diet. The use of pigs is advisable for several reasons. First, the pig, although a much misunderstood and much slandered animal, is very much like the human being in its life processes and its digestive system. Second, pigs can be made to look attractive and they are not woman's natural enemy, as is the rat. They will have a better appeal to the observer. Third, they form a source of much of the food products the packing industry handles and so might well be preferred by us. Some progress has been made along this line.

#### Conclusion.

In summing up the activities of the Bureau of Nutrition it can be said that the anti-meat attitude in advertisement, editorial and special article in the magazines and newspapers is being effectively challenged. It is believed that this work continues to be of much use, although it is hoped that the need for activities in this line will become even less.

The need for scientific work along the line of nutrition has been pointed out. The desirability of the industry's initiating some such work exists along with the obligation to do so for its own advantage as well as for the sake of the knowledge gained.

BUREAU OF NUTRITION,  
C. Robert Moulton, Director.

### *Report of the Bureau of Home Economics*

#### Introduction.

The Bureau of Home Economics of the Department of Education and Research, Institute of American Meat Packers, has been in existence but a little over a year, yet in that time it has shown a rapid development. Owing to the increasing interest in diet and health, in the science of food and its use, and owing to the demand for some source from which information could be obtained, especially as it is related to commercial products, the establishment of the Bureau met a real need.

Of necessity, some time during the first year was devoted to organization, determining the aims of the Bureau and outlining a plan of work, as well as gaining contacts and sufficient experience to conduct the work most effectively.

The outstanding purpose of the work of the Bureau of Home Economics is to reach the consumer, mainly the housewives, for the good business concerns will agree that selling a product is not a sufficient aim but that the purchaser must be satisfied and return to buy again. The Bureau can be of mutual service to both the business concern and to the housewife, by studying and aiding in the solution of problems affecting both.

To carry out so important an aim, the work of the Bureau has been devoted to lines of endeavor which it seemed would accomplish the best and most lasting results.

The following paragraphs describe in brief form the chief activities of the Bureau:

#### Lectures—An Important Service.

The Bureau of Home Economics considers as one of its chief functions the dissemination of information through lectures. Housewives, teachers of home economics, extension workers, dietitians, writers, and others interested in food, its production and consumption, cannot individually make a special study of meat and the meat industry. As a result a great many requests have been received for special lectures pertaining to a number of phases of this subject. A total of sixty-one lectures or talks, seventeen accompanied by demonstrations, were presented before an aggregate audience of about 5,000.

Places at which these lectures were delivered included universities, colleges and schools, extension meetings, home economics associations, women's clubs, housewives' leagues meetings, and meetings arranged by meat councils. Two radio talks, one at Pittsburgh and one at New York, reached an estimated audience of 350,000. In addition a radio talk was prepared but was not given by the Director personally.

Titles of a few of the lectures will give an interesting idea of the subjects for which requests have been received:

"Nutrition—Its Application in Commercial and Industrial Problems."

"Meat as a Food."

"Meat in the Diet of Children."

"Problems of Meat Distribution."

"Less Known Cuts of Meat and How to Cook Them."

"By-Products of the Meat Industry."

"Problems of Meat Distribution."

"Methods Best Suited to Teaching Meat Lessons in Schools."

#### Meat Demonstrations

Without question, one of the most effective results of the year's work has been the development of standardized demonstrations on meat cutting. At first, some time was devoted to making a study of all the information which could be obtained from market men, both wholesale and retail, from agricultural colleges and others who had had some experience in giving meat demonstrations. With this as a background, demonstrations were planned at various places, in order to prove the value of, and methods best suited to, conducting them. Lectures and discussions to accompany the demonstrations were prepared, and large charts showing wholesale and retail cuts to be used for illustrative purposes were designed.

This method of teaching meat cuts proved unusually successful, and requests began to reach the Bureau of Home Economics asking for the demonstrations. During the last few months the Director of the Bureau has personally conducted such meetings wherever time and conditions permitted. Places where demonstrations have been given have included Home Economics Departments of colleges and universities, Home Economics Clubs, Women's Clubs, extension conferences and meetings arranged by various Meat Councils.

From November, 1922, to August, 1923, a total of seventeen demonstrations was given where whole carcasses were cut up and five lectures where some cuts of meat and large charts were used. In most cases, either a local packer or retail dealer has furnished the meat carcass and has done the cutting, and special thanks are due each one of them for the success of the work. Detailed reports of all the meetings and demonstrations during the past year have been sent to the members of the Institute. During summer school sessions, three large meat demonstrations were planned, with the assistance of some mem-



ber companies, where the Director of the Bureau could not be present.

Details for planning and developing demonstrations will be printed in the form of a small pamphlet and distributed this fall to all teachers, women's clubs, extension workers, and others especially interested in the teaching of food selection and marketing.

#### Work with Meat Councils.

The most successful results of any piece of work depends upon all concerned taking a share. The Bureau of Home Economics was, therefore, very glad of an opportunity this spring to assist in a series of lectures and demonstrations planned by the Meat Councils of a number of eastern and mid-western cities. Meetings were arranged with local council members and for the public, especially housewives interested in the problems relating to the marketing and buying of meat. In most cases, these meetings were very well attended and aroused a great deal of favorable comment.

Seven lectures were given before the meat councils, describing the work of the Bureau of Home Economics and explaining ways and means by which wholesale and retail dealers could assist in its educational program. Eight lectures and demonstrations were given at mass meetings of men and women. These explained grades of meat, how to select meat, economy in buying meat, meat cuts and how to use them. Some of the audiences were composed of members of meat councils and their guests. At the demonstrations of meat cutting a side of beef was used, and, in a few cases, pork. It is hoped that another series of demonstrations will follow later, at which lamb and pork will be used.

There is a very good opportunity for Meat Councils to do some educational work. It is the hope of the Bureau of Home Economics that it can be made of a nature so as to be acceptable in schools, clubs, and elsewhere.

The Director of the Bureau personally assisted at the booth and exhibit which the New York Meat Council conducted during Health Week at Grand Central Palace, New York, January, 1923. Hundreds of meat pamphlets were distributed and questions concerning meat and its value as a food constantly answered. Visitors included a great many physicians, nurses, dietitians and teachers of home economics.

#### National Meat for Health Week.

The Bureau of Home Economics contributed its services during "Meat for Health Week" much of the work being done in co-operation with the Bureau of Nutrition, Public Relations and Merchandising. The special contributions were preparation of parts of the booklet, "Meat for Health," discussions on meat demonstrations for salesmen, consultation on advertising and other material to be used for publicity purposes.

#### Conventions Attended.

It is highly desirable that the Bureau of Home Economics should be represented at meetings or conventions of associations or organizations whose chief interests are matters pertaining to the home, to health, to foods and nutrition, and related subjects. Two conventions have been attended this past year, the meeting of the American Dietetics Association at Washington, D. C., in October, 1922, at which the Institute was represented by an exhibit booth, and the sixteenth annual meeting of the American Home Economics Association at Chicago, July 30 to August 4, 1923, at which the Director of the Institute's Bureau of Home Economics conducted one of the round table discussions. At the latter meeting, more than 1,100 women interested in various phases of home economics were present. The Director of the Institute's Bureau was again elected secretary of the Committee of Home Economics Women in Business.

#### Service of Articles to Newspapers.

A great many leading newspapers carry at least once a week columns relating to household subjects. Such papers are usually glad to use any authentic material which is of real value to their readers. Following several suggestions to the Bureau of Home Economics, a biweekly service of short articles on food and its preparation, with special reference to meat and meat products, was offered to a number of newspapers throughout the country.

Up to the present, fifty-four papers are receiving this service. Some of the member companies have assisted in adding to this number. The service is given to only one paper in a city. Nine articles had been sent out by the end of August. Titles of a few of these articles will indicate the type of material which has been prepared. Menus and recipes are usually included:

"Appetizing Ways of Using Liver."

"Meat Fillings for Picnic Sandwiches."

"Tempting Meat Loaf for Summer."

"Meat Salad as the Main Dish."

Careful attention is paid to the preparation of all such articles that they shall contain only information which is accurate, usable and of interest to the housewife.

#### Letters Show Appreciation.

Two or three quotations from letters re-



GUDRUN CARLSON  
(Institute of American Meat Packers)  
Director Bureau of Home Economics.

ceived from newspapers using this service will show how they appreciate the articles:

"Our food column is headed 'Saner Eating,' and we have tried to teach people the proper combination of foods in order to get a balanced ration. We have found your articles very sensible in this respect and have been especially pleased with the suggestions you have made concerning the use of vegetables and of whole meal breads."

"The material you send us is very nice, and I use as much of it as I can find space for."

"The series of articles you have been sending has been more than satisfactory. Judging by the comments made by the readers of the Household Chats, a column devoted mainly to the housewife, it is proving instructive and interesting. All women are glad to hear of new recipes and thus vary in a small degree what is apt to become monotonous kitchen duty. The novel ways of combining foods in an attractive manner—something different and something delectable—has a strong appeal to the conductor of the column because of the appeal to the reader. For this real assistance, let me express my thanks."

#### Articles Prepared for Magazines.

Four longer articles also have been prepared for magazines, as follows:

"Warm Weather Suggests the Fireless Cooker," published in Fruit, Garden and Home for July, 1923.

"Wise Economy in Choice of Meat," submitted by request to the quarterly magazine which the Metropolitan Life Insurance Company sends to millions of policyholders.

"How to Select Meat Cuts," to be published this fall in the Congress Outlet, Pittsburgh, Pennsylvania.

"Home Economics Teaching and the Live Stock Industry," to be published in The Producer.

"Dutch Ovens, Past and Present," to be published in Fruit, Garden and Home.

Several requests for illustrations and detailed information have come from magazines, and wherever possible such material has been furnished.

#### Service to Member Companies.

With so limited a staff on the Bureau of Home Economics, it is impossible to give much detailed service to each member company, but whenever a request has come in all possible attention and time has been given to it—letters requesting miscellaneous information have been answered, over thirty personal conferences have been held with representatives of member companies. Assistance has been given in the way of suggestions for recipe booklets, charts, advertisements, and other educational matter. Sixteen reports and letters describing the work and services of the Bureau have been sent out during the last year.

In order to keep member companies informed as to the articles on meat and meat products which appear in women's magazines, five bi-monthly reviews of such articles have been prepared and mailed. Millions of women are reached through the pages of these magazines every month and it should be of decided interest to our industry to know that the facts presented regarding meat be accurate and useful. Some very interesting articles have appeared during the last few months. Some of the companies have used this material for their house publications, for their salesmen, and for advertising purposes.

#### Compilation of Reference Material.

A special effort has been made to compile and keep on reference all printed matter relating to meat selection, meat cookery, food value of meat, preservation of meat, and similar topics. This is essential for several reasons: first, to check the facts as they relate to meat; second, to refer to for data when needed or requested, and, third, to show on what phases additional material needs to be prepared.

Sources from which this material has been compiled include articles in magazines and newspapers, scientific and trade journals, bulletins from the United States Department of Agriculture and colleges, cook books and books on marketing, on foods and dietetics, on food chemistry, and on related subjects, advertising booklets, reports of research and experimental work. In time this will prove a valuable reference source for anyone who wishes to consult the Bureau of Home Economics on matters relating to meat and its use as a food.

A mailing list of individuals, institutions, and organizations interested in receiving material prepared by the Bureau of Home Economics has been compiled and is revised from time to time as deemed necessary.

#### Contacts with Other Business Organizations.

A friendly and helpful contact has been maintained with a number of other business organizations employing home economics women or those which are interested in work along similar lines as that of the Institute. Appreciation is expressed to all concerns which have co-

operated with us in our efforts to carry on several pieces of constructive work.

#### Activities in Relation to Other Bureaus of the Institute.

As has already been stated the Bureau of Home Economics has contributed in various ways to the activities and work of the Bureaus of Nutrition, Public Relations and Merchandising. This has consisted mostly of assistance with the booklets on meat, sausage, and so forth, and consultation on correspondence relating to subjects pertinent to the work of home economics, preparation of meat recipes, taking of photographs of meat dishes, and similar work.

Although naturally the Bureau takes an active interest in questions relating to nutrition, requests, inquiries and other matters relating to this phase of the work have been referred to the Bureau of Nutrition.

All of the Bureaus have done much to assist in making the work in home economics both effective and successful.

#### Miscellaneous Points of Interest.

The Bureau has assisted in the distribution of the booklets entitled, "Meat" and "The Use of Meat," of which the combined distribution has reached hundreds of thousands.

Photographs and other data have been furnished three authors of text books to be published within the coming year.

Owing to the work of this past year, invitations and requests for lectures and demonstrations for next year have come from almost every state in the Union.

#### Specific Pieces of Work on Hand.

In connection with several suggestions and inquiries, a study is being made of ways in which the Bureau can be of some constructive assistance in Girls' Club work throughout the country.

In response to requests from a number of companies as well as from a large number of teachers of foods and cookery, an eight-page leaflet, with charts showing cuts of meat and descriptive matter relating to the selection of meat, is being prepared. This is to be issued in September or October and will be offered at cost to all member companies, to be used in their advertising and educational work. The size has been made such that it can be filed with 6x4 recipe cards which so many schools and housewives are now using.

A thirty-two-page bulletin, which probably will be entitled, "How to Buy and Cook Meat of All Kinds," and illustrated with charts, is to be issued this fall and be distributed through a newspaper service at Washington, D. C. The edition will be one hundred thousand copies and the distribution cost will not fall on the Institute. The Bureau of Public Relations and the Bureau of Nutrition are rendering assistance in phases of the material relating to their fields of work.

One magazine article on utensils and equipment for meat cookery, and one on services of commercial concerns to home economics teachers, have been requested and are being prepared.

BUREAU OF HOME ECONOMICS,  
Gudrun Carlson, Director.

### Report of The Bureau of Merchandising

The activities of the Bureau of Merchandising during the fiscal year have been along the lines mapped out by the Institute's Committee to Confer with Retail Dealers and Trade Associations, the committee which supervises the work of the Bureau. The efforts of the Bureau have been directed toward solving some of the problems of meat distribution, and giving the consumer correct information about meat. These things can be done more effectively by working with and through the retail meat dealer, and the

Bureau has been operating on this basis. The major part of the work has been carried on through the National Association of Meat Councils, the organization through which retailers and packers co-operate. An account of its accomplishments may be of interest to the members.

#### Accounting Systems for Retailers.

The Bureau has at all times co-operated actively in encouraging the retailers to adopt the model systems of accounting for retail meat dealers prepared jointly by the United States Department of Agriculture and Northwestern University. Members have been posted from time to time on the details of this work. It was made possible by the encouragement and support given to Northwestern University by the Institute through the National Association of Meat Councils.

This is one of the most important projects undertaken by the Bureau and one on which marked progress has been made. It is obvious that anything that improves the practices of the retailer, which makes him more efficient, as accurate accounting methods will do, is reflected in better business conditions for everyone in the meat industry.

The plan, briefly, was to begin installation of the service in meat council cities, where the local meat council and the Master Butchers' Association could be depended on to awaken retailer interest in the adoption of the service. When the preliminary work had been arranged, a field man from the Department of Agriculture or Northwestern University visited the city, held group meetings at which he explained in detail the working of the systems, and installed the service to the retailers who had volunteered to adopt it.

The only obligation the dealer assumes in installing the systems is to make out his period report and to send it to the Chicago office of the Department of Agriculture, where all reports are analyzed and the result of the analyses is supplied each dealer at regular intervals. Accompanying this report is the individual dealer's corresponding figures for the same period which shows him definitely his own standing.

These monthly reports represent the average costs of conducting a retail meat business; they show the costs on any and all items of expense, like clerk hire, delivery, refrigeration, etc.

#### Installing Accounting Systems.

The work of installation has been carried forward aggressively in New York, Chicago, Cleveland and Providence. Dealers maintaining the systems in these cities have been making reports every four weeks for the past five months. This research and survey of expense of operating a retail meat store has developed some rather unusual information.

For instance, it has been shown that in Chicago the average cost per dollar of sales for handling meat was 19.8 per cent; in Cleveland, 22.7 per cent; in New York and vicinity, 22.2 per cent. In this connection it is shown that wages constitute the major item of expense, being approximately 67 per cent of the total cost of doing business. The rate of turnover is shown to be, in Chicago, 5.5 per cent; in Cleveland, 6.7 per cent; and in New York, 4.5 per cent.

Supplementing the work already done, the Bureau of Merchandising, through co-operation of member companies, has secured a list of 20,000 retailers, to whom the Department of Agriculture and Northwestern University are sending a questionnaire in the form of a profit and loss statement, for which they ask that the dealer give them a report of his 1922 business. When these reports have been received and are analyzed, as they will be, there will be available average standards of operating costs of a year ago against which to check the current statements now being drawn off. This actually advances the work one year.

Everyone in the industry should be benefited from the results of this work because it gives the retailer a picture of his business as compared to that of the group. For instance, it shows him what it costs the average dealer to deliver a dollar's worth of meat, which we will say is 4 cents. Now if the individual dealer finds his cost for the same service is 7 cents, he knows his costs are too high. Thus as he works to lower his costs and actually does it, he automatically creates conditions in his business that tend to bring meat prices to a generally lower level, which without question will stimulate demand for meat, broadening everyone's market, and this is done without the sacrifice of a profit.

The continuance of this research work on the present scale, that is with Northwestern University School of Commerce co-operating, depends on the continued financial support of the Institute.

The development of the work to date, particularly in the matter of installations in Chicago and Cleveland, and in the compiling of the analyses of all reports, has been directly in charge of the school.

In the opinion of the Bureau this is a real constructive effort which has a definite dollars and cents value to the industry, and should be carried on aggressively for a sufficient length of time to develop its fullest possibilities. This can be done only by having the co-operation of the University.

Today there is no single factor in business operation that is receiving more consideration from business men than accounting. This is attested by the activities of the associations of grocers, clothiers, hardware, shoe and jewelry dealers, which have been sponsoring similar work in their respective organizations for years.

In addition, the Bureau has written a number of articles on this particular piece of work for the trade press.

#### Local Meat Council Advertising Campaigns.

A number of newspaper advertising campaigns have been run or are now being run by a number of local meat councils. The copy features particularly the slow-moving cuts of beef, pork, and veal. It explains in some detail the effect that an unbalanced consumer demand has on the values of the various cuts of meat. In this connection it points out the facts that the slow-moving cuts are equally as palatable and nutritious and more economical than the more demanded cuts. In addition, the copy carried a number of approved recipes telling just how savory meat dishes from these cuts can best be prepared and served.

The Bureau of Public Relations of the Institute has at all times co-operated in the preparation of the subject matter of the copy, as well as served in an advisory capacity in its final approval. In addition, the Institute has supplied the retailers participating in the campaigns with copies of the booklet, "Meat," to be distributed to the consumer. This booklet contains much valuable information about meat as well as recipes to be used in preparing meat dishes.

The full campaign runs twenty-two weeks, with one issue a week, and totals twelve full pages of copy. It has been run in Cleveland, Detroit, Pittsburgh, Akron, and is now being run in Boston, Rochester, Buffalo and Columbus. In cities where there are meat councils, the campaign has been run under their auspices.

#### Nutritional Posters.

All the local councils continue to distribute to the dealers at regular intervals nutritional posters, donated by the Institute, prepared by its Bureau of Public Relations, which comprise a series of paragraphs bearing on the nutritive value of meat. These posters carry such paragraphs as "Meat Safeguards Health," "Man



Has Always Eaten Meat," "Meat for Blood Building," "Meats Contain Vitamines." During the last ten months approximately 100,000 posters have been distributed.

It may interest you to know that distribution to the individual retailer is handled in all instances by the local meat councils. The following number of posters is sent to each city every three weeks:

Toledo .....	150	Jersey City ...	300
Milwaukee ....	600	Minneapolis ...	400
Cleveland .....	1,500	Rochester .....	100
Detroit .....	600	Chicago .....	1,225
Pittsburgh ....	500	New York .....	2,360

#### Special Equipment for Retail Meat Dealers.

It is felt that meat consumption as a whole would be considerably increased if all dealers had adequate, modern equipment that would insure that the product would be marketed under the most favorable conditions as regards sanitation, refrigeration and display. With this end in view, the Bureau has interested the manufacturers of butchers' supplies in this problem and plans are being discussed, out of which it is hoped there will be developed the special class of equipment adapted to the needs of the vast field of dealers in that class.

#### A Manual on Meat Retailing.

This book is to be issued free to 50,000 retailers by the National Association of Meat Councils and is to contain text on the most approved methods of cutting and merchandising meat. It will be supplemented by charts, diagrams and tables illustrating the factors of percentages, etc.

#### A Standardized Program for Local Councils Prepared.

This program which has been adopted by local councils provides for a series of ten monthly meetings for retail meat dealers, their employees, and packers representatives, at which meetings such important topics as merchandising, salesmanship, advertising in its various forms, window and interior display, sanitation and refrigeration, accounting, etc., will be discussed by men of practical experience.

Such discussion, it is felt, will afford every one an opportunity to gather information on these subjects that can be profitably applied in his everyday business and they will stimulate his interest so that he will do so. It was with the idea of giving men in the trade certain pertinent facts concerning the food value of meat and methods of preparing and serving it so that they could better tell these facts to the consumer that Dr. Moulton and Miss Carlson made a tour of the meat council cities in connection with the first meeting of this series.

A great deal has been said already about this first meeting of the series through trade press articles, one of which has been reprinted and sent to the members. However, we feel that a further brief account of it is warranted at this time.

This tour was executed without undue loss of time by having the meetings held in the various cities on succeeding days. Meetings were held in Cleveland, Toledo, Detroit, Pittsburgh, New York, Jersey City, Rochester, Milwaukee.

The meetings were all carefully planned and the arrangements successfully carried out by the officers and members of the local meat councils. Wholesalers and retailers co-operated vigorously to make the meetings a success. In most cases, a meat cutting demonstration was conducted in connection with Dr. Moulton's talk on the food value of meat and Miss Carlson's discussion of meat cuts and the problems of the retailer and the housewife.

In addition to reaching hundreds of dealers directly in this way, the newspapers in every city carried stories of the meetings and the lectures. In this way, hundreds of thousands of consumers heard their messages. In Pittsburgh and New York, both Dr. Moulton and Miss Carlson broadcasted their lectures.

Except for this first meeting the speakers for each council's meetings will be local men, experienced in each particular subject, many of them chosen from other lines of industry.

#### Co-operation in Meat for Health Week.

The Bureau of Merchandising was in charge of the National Association's activities in co-operating with other factors in promoting "Meat for Health Week."

In this connection all local councils were asked to co-operate in the work of distributing "Meat for Health Week" literature and posters. The Meat Council of Chicago also staged a successful meat trade meeting for retail dealers' and packers' salesmen. This meeting was attended by over 2,000 men.

In a number of instances local councils sold substantial quantities of the booklet "Meat for Health" and the miniature government meat poster stickers to the local retailers in their cities.

At the request of the managing director of the National Live Stock and Meat Board, the Bureau prepared a window display folder containing a number of illustrations of retail meat windows. This was done to interest the retailer in the merchandising value of window and interior



D. W. MARTIN  
(Institute of American Meat Packers)  
Director Bureau of Merchandising.

display of product, encourage the practice generally as a means to increasing his business, and to give him samples to guide him.

The statements of the dealers who co-operated by arranging the displays used in the folder, were quoted to show what they considered displays meant to them. This folder was distributed by the National Live Stock and Meat Board to approximately 60,000 retail meat dealers throughout the United States.

The Bureau now plans to issue a booklet on practical and attractive model window and interior displays, one for each week in the year. Care will be taken to see that the product used in the suggested display for any given week shall be seasonal and the displays adaptable to dealers of all classes. Special illustrations, with appropriate decorations for displays, during holiday periods will be a feature of the booklet.

The text of this proposed volume will contain information on the best selling methods employed by some of the most successful retail meat dealers in the country. Already expressions from many successful retailers have been obtained on this subject, saying they will be glad to co-operate in every way possible.

A liberal distribution of such a booklet among dealers should serve to stimulate the use of display and thus result in increased use of meat.

#### Article for Trade Press.

The Bureau of Merchandising has kept the industry informed about its activities through articles in the trade press. These articles have been on such subjects as the organization of the Meat Council of Minneapolis, on the bookkeeping systems, with a special story on the progress of the work in New York, several stories on the proposed program for the local councils, a special story on the first meeting of this program, and several stories on the meat trade meeting held in Chicago in connection with "Meat for Health Week."

In addition to these stories sent to all the trade magazines, the Bureau prepared a special series of articles for THE NATIONAL PROVISIONER on the work of the local meat councils. To date, articles have been published on the work of the Meat Councils of New York, Hudson County, Cleveland, Toledo, Milwaukee, Pittsburgh, Northern California and Chicago.

BUREAU OF MERCHANDISING,  
D. W. Martin, Director.

#### FALL RANGE CATTLE ESTIMATE.

The number of cattle in the range states which will be marketed this fall is estimated by the U. S. Department of Agriculture as follows:

Arizona has about 110,000 head of cattle for fall delivery, compared to 112,000 last year, 101,000 head in 1921 and 112,000 in 1920. This fall supply is classed as 20,000 fat and 90,000 stockers and feeders.

California reports about 90,000 fat cattle for fall delivery, or about the same number as last year.

Colorado cattle for fall markets will be about 5 per cent heavier than in 1922, classed as 40 per cent grass fat and 60 per cent stockers and feeders.

Kansas will have a fall movement of about 900,000 head of cattle, with 650,000 movement from August 1 to October 31, the grass fed cattle running 55 per cent fat and 45 per cent stockers and feeders. The July movement of grass fed cattle was below expectations and 20 per cent below last July.

Montana expects to ship 155,000 cattle this fall, of which 100,000 will go as fat and 55,000 feeders and stockers; older steers will be short, but all classes of cattle are in much better condition than for several years.

Nebraska has 350,000 cattle from the range section for fall movement, which is 88 per cent of last year, with about 37 per cent going grass fat. Nevada has about 90,000 cattle for fall delivery, classed as 47,000 grass fat and 49,000 stockers and feeders. New Mexico fall movement of cattle is placed at 134,000, or 70 per cent of the usual number, of which 30 per cent are grass fat.

North Dakota reports about 96 per cent as many cattle for fall delivery as last year, with about 31 per cent grass fat.

Oklahoma has for fall delivery about 668,000 cattle, with 327,000 grass fat and 341,000 stockers and feeders. The Osage country has about 125,000 head for fall movement. Oregon will have about 269,000 cattle for fall delivery, with about 53 per cent grass fat.

The fat cattle shipments from Texas this fall are expected to be 79 per cent of those last fall and stocker and feeder shipments 75 per cent.

Utah will have 138,000 cattle for fall marketing, of which 105,000 will be grass fat and 33,000 stockers and feeders.

Wyoming cattle for fall shipment will be about 220,000, against 210,000 last fall and 135,000 in 1921; 50 per cent are grass fat, compared with 35 per cent last year.



#### SOME MORE OF THE CELEBRITIES ON PARADE.

ANOTHER BUNCH OF CELEBRITIES—Chas. Rohe, New York; C. H. Hanson, Chicago; a friend; Edward N. Wentworth and R. D. MacManus, Armour & Company, Chicago.

SOUTH AND NORTH MINGLE—J. P. Phillips, Birmingham, Ala.; J. P. McCusker, Boston; Fred. N. Phillips, Birmingham, Ala.; Dave Madden, Knoxville, Tenn.; Karl Zach, Louisville, Ky.

THE LADIES ON PARADE—Five of the leading attractions of the convention party.

BALTIMORE OUT IN FORCE—Howard Smith, Sidney Greenwald and John Gebelein on one end and Willie Schluderberg on the other.

ST. LOUIS HAS DESIGNS ON EVANSVILLE—Chas. v. Brecht, John Mitchell, F. S. White and C. M. Schrag of The Brecht Company, flanked by Morton Mannheim.

IN CHARGE OF A VETERAN—Fred Krey of St. Louis takes good care of his bunch.



## The Annual Dinner

The 1923 packers' banquet will go down in history as the most remarkable in many ways in the history of the organization.

Its appointments were perfect; the food and the service were the best ever. The atmosphere of good fellowship was instantly reflected in the spontaneous singing of the guests, which was under full headway even before song leader Billy Logan got to work. Chairman Al Rohe had everything arranged "to the Queen's taste," and the results showed it.

But the feature of the evening which will last long in the memories of those present was the speaking. Toastmaster Herrick had a pair to introduce who could not be matched anywhere, each for his own reason. And the toastmaster fitted right into the picture himself, so that it was a perfect program.

### Wallace Won Their Hearts.

Packers never heard a talk before from a government official such as that given them extemporaneously by Secretary of Agriculture Wallace. His frankness was fairly disarming and his friendliness compelling. You couldn't get mad at him if you tried. Underneath that engaging exterior, however, was a firm purpose to discharge the duties laid upon him by the law—and to discharge them the way he saw it, and not the way somebody else tried to make him see it!

Anyhow, the industry feels more than ever that it is going to get a square deal from the Department of Agriculture, and that whatever is done will be in the open and in a fair spirit. And as the Secretary said, if the result is not agreeable, there is always a recourse in the courts. But at all events, "let's be friends and work together constructively."

So much for the serious side. Secretary Wallace's speech made him more friends than ever, and he and the rest were in a proper mood to enjoy the treat that followed.

If anyone had told the packers that "Al" Rohe would take a character out of one of the most famous books of modern fiction and offer him to them as an after-dinner speaker, doubts would have been expressed as to "Al's" sanity. Yet that is exactly what "Al" did.

### A Soldier of Fortune.

Richard Harding Davis wrote a best-seller called "Soldiers of Fortune." It was not fiction, it was a story of real life in which the author had a part. One of the three soldiers of fortune—Burke it was—stepped out from the pages of the book at the packers' dinner, and spoke to the diners under his own name and present title of Captain Irving O'Hay, U. S. A., retired.

This soldier-philosopher-tramp talked for two hours at top speed—of his experiences in seven wars, from South Africa to Ypres, from baseball umpiring to chamber-maiding mules, from blackface at McVickers', Chicago, to the movie lots at Hollywood—and never a soul stirred from his chair except to get a fresh hitch on his belt before it burst from laughter.

No packer diner ever heard such a presentation, and it is safe to say that few audiences of any kind ever did. It is the regret of THE NATIONAL PROVISIONER that the best stenographer in the world, or even relays of them, couldn't take such a talk word for word. Therefore, those who heard it are fortunate in being able to treasure it in their memories. Those who stayed away are the losers.

The dinner was held in the banquet hall of the Ritz-Carlton, one of the beautiful new hotels of Atlantic City. The dimensions of the room are somewhat inadequate, but the handicaps were overcome by the splendid service given. There were between 400 and 500 diners, and every one was served promptly and efficiently. The menu, which was a tribute to the skill of the Ritz's chef and maitre de hotel, and which ate even better than it sounds, was as follows:



ALBERT T. ROHE  
(Rohe & Brother, New York)  
Chairman Convention Committee on Local Arrangements and Entertainment.

### MENU.

Celery	Nuts	Olives
	Sea Food Combination	
	Gombo Creole	
	Hallibut Paysanne	
Breast of Long Island Duckling	Potato Croquette	
	French Peas	
Heart of Lettuce and Tomatoes	Pear Mary Garden	
	Fancy Cakes	
	Demi-Tasse	

At the conclusion of the dinner Toastmaster-President Herrick began a demonstration of toastmastering which was a model to be followed by aspiring successors anywhere.

### The Toastmaster.

TOASTMASTER HERRICK: Gentlemen, we have kept you at work for two straight days here. I hope you will count the time not lost, and that there has been some pleasure and some profit in the program that we have tried to put before you. After putting in two strenuous days of that kind, it seems especially fitting that we should get together at the close of the second day in a sort of a social gathering like this.

I have an opportunity tonight that has not been afforded me at any time during my administration, and I want to take advantage of it by presenting to you—not introducing, but presenting my Vice-Presidents. They are, in the way they are seated here: At the end, our good old wheel-horse, John Felin. (Applause.)

Next, Mr. C. B. Heinemann (Applause.)

Next, the wearer of the gold button, Mr. J. C. Dold. (Applause.)

Next, our good friend and co-worker, W. W. Woods. (Applause.)

I am sure no executive was ever blessed with a stronger organization and more loyal support than I have received from these people, and I want to thus publicly acknowledge my obligation to them. Whatever of success there has been during this year is attributable directly to the efforts of these officers, the standing committees, their chairmen, and the headquarters' staff.

We came, somewhat contrary to our usual custom, to a city in which are not located any of our membership, but it is a great city. We were presented with the key of the city. We have had no occasion to use that key, for open-handed hospitality has been afforded us at every turn.

You know they recently had a pageant here, and there were many applicants for positions in that pageant. One young lady, after having undergone her examination, was accepted. She said: "Now that the matter is settled, and I am to take part, what about my costume?"

The manager said: "Open your mouth and put out your tongue." She did so. He said: "It is all right, it is coated." (Laughter.)

This afternoon two of our good members were strolling along the beach here, and they came to a spot where there had been a child at play. The child had gone away, but it left behind one of those tin pails which are so numerous. The men were busy talking, and one of them accidentally kicked over this pail. His companion said to him: "I am awfully sorry to lose you, I am sorry to see you pass on, especially at a time like this." And the other said to him: "What do you mean, pass on?" "Why," he said, "you have just kicked the bucket." (Laughter.) The reply was: "You are exaggerating, I only turned a little pail." (Laughter.)

Atlantic City's ticket office is well administered, as a general thing, but the other day an old colored lady went into the office and said to the agent: "I want a ticket for Florence." He said: "Madam, we have no Florence on our line." She said: "Go on, Florence is sitting right over there in the corner, and I want a ticket for her." (Laughter.)

### Introducing the Guest of Honor.

A year ago tonight we were looking forward eagerly to hearing a few words from a distinguished guest, who unfortunately was forced to be absent on the evening of our annual dinner. This year, however, we have been more fortunate.

Not only by virtue of his official position as director of the activities of one of the most important departments of our Government, a position which he has filled with dignity and ability, but also by virtue of his long experience as a breeder of purebred livestock, and as an editor of an outstanding agricultural publication, and as a close student of agricultural economics, as well as by his participation in many kinds of constructive work in other fields, he has won and attained the enviable distinction of being one of the foremost authorities on problems connected with the great agricultural industry.

Moreover, he is a man whose personality indicates that he believes in cordial cooperation and a spirit of friendship and fairness, as the most effective aid in the solution of many difficulties that arise. It is fortunate, indeed, that the regulatory powers of the Stockyards and Packers Administration and the supervision of the

Department of Agriculture over the meat packing industry come under the direction of such a man as he.

In view of these laudable qualities, it gives me great pleasure to introduce the Honorable Henry C. Wallace, Secretary of Agriculture.

(Applause, the members rising.)

### Speech of Secretary Wallace

Mr. Chairman, Members of the Institute of American Meat Packers:

Let me set you at rest to start with, if I can. I have no formal address to present to you, and let me offer you some encouragement by saying that for some months I have had a throat which has prevented me from speaking anywhere else, and may prevent me from speaking very long here.

When your representative came and invited me to attend this annual dinner, I told him very promptly that I would be very glad to do it if possible. We have established business relations together since your last annual dinner that I attended.

It is a good thing for people who have to do business with one another, to meet together when they can. I remember two years ago at your annual dinner, which I had the privilege of attending, I think the law known as the Packers and Stock Yard Act had just that afternoon been passed by the second House.

And if you will remember, those of you who were there, I told you and pledged you in so far as I was charged with the responsibility of enforcing that law, I would try to do it in a constructive manner; I would try to cooperate with the people who came under the jurisdiction of the act.

I have been trying to treat them just exactly as I myself would like to be treated, if I were in their place and the situation was reversed. You are the best judges as to how well so far I have kept that pledge.

The only thing that your Chairman—in his preliminary remarks introducing me so very generously—overlooked saying was that I had achieved the unenviable distinction of becoming Secretary of Agriculture at a time when America was passing through such a terrible economic crisis, and at a time when the duties of the Secretary of Agriculture were increased in such a burdensome way.

I think I said to some of you people at the time the Act was passed, that as I sized it up the packers were passing the buck to the Secretary of Agriculture so far as public criticism was concerned (laughter); and I have had occasion to believe that that was a truthful remark.

#### Thanks Packers for Their Cooperation.

We have got along very well. I want to express my appreciation to you, representing the packing industry, for the manner in which you have met our people who were charged with the strict administration of this Act. While I am here, I want to express my appreciation for the manner in which you have treated the people from the department who have come in contact with you, the meat inspection forces, and all of the others. The relations have been fine.

So far as the enforcement of the Act itself is concerned, there are only, as I remember it, two points upon which we have had serious differences of opinion. One of them was the merger of the Armour and Morris Companies, and I want to say just a word about that, not discussing the merits of the matter, but I want you to understand the position I take with regard to that matter.

#### His Attitude on Packer Mergers.

The act prohibits anything which tends towards the restriction of competition, or tends towards monopoly. Now, it is proposed that these two concerns should come together. They are two of the five largest packing concerns in the country. With-

out regard to the conditions which seemed in the opinion of the principals to make that a wise thing for them to do, I had to consider it from this angle, whether the coming together had a tendency towards monopoly, or to unduly restrict competition, and that was a matter to be looked into and inquired into as provided by the law. The case has got to be decided, and probably if it is decided against the combination, it will be taken to the courts.

Now, my view of that matter, as I said to those gentlemen to begin with and still adhere to, is that it is a principle that has got to be decided, and we might as well decide it when it first comes up and get it out of the way.

I am not saying whether the special transaction was justified or not. We are conducting hearings on it, we are going to be perfectly fair, we are going to give everybody an opportunity to present his side of the case in the most complete manner, and then we are going to decide the case.

After the case is decided, if there should be an appeal to the courts, then the courts can decide and we have got that principle settled one way or the other.

#### The Auditing Investigation.

The other matter, upon which we have not yet come to a complete agreement, is the matter of putting auditors into your plant with the view of informing ourselves as to your accounting and other various details of your business.

Now, let me say that I appreciate fully the position you take with regard to that, and I am sympathetic with it. I realize the strength of the arguments you make against it. On the other hand, it might happen that the courts would perhaps hold that that was necessary.

Now, if we can agree on that, when the final conference is held, if you gentlemen feel that your rights are invaded, if you then feel that we are exercising authority which is not given us under the law, and want to contest that, I want you to feel perfectly free to do that, because I do not want you to do a thing that you believe to be an unwarranted intrusion on your business.

At the same time, I am charged with certain duties under this Act, and I must use my judgment in deciding what those duties are, the same as you claim that right for yourselves in protecting your own business interests.

On the whole, we have gotten along together very well, and I trust that our relations in the future will be just as cordial and helpful, and that we will be just as prompt to recognize the rights of one another as we have been up to the present time. (Applause.)

#### Not "Out to Get" Anybody.

When we began to get our organization together—and let me say it is no easy thing to get that sort of an organization together; the Secretary of Agriculture is charged with very unusual powers by this Act, in some respects greater in authority and power over private business than has ever been granted to government agency except in time of war.

Any man who is fit to administer that Act will be deeply sensible of that kind of authority, and he will be especially careful not to exercise that authority in an arbitrary way. And so when we came to set up that organization, limited as we were by the meager governmental salaries, it was no easy task to find men whom I would want you to send into my business; no easy task to find men that I wanted to send into your business.

One point that I want to impress upon you is this, that we were not "out to get somebody"; that we were not out seeking for criminals; that our job was to enforce that Act in a thoroughly constructive, helpful way; that it was our job to enforce the Act, yes, to enforce all of the provisions in that Act, and to do that without fear or favor; but that it should be done,

so far as possible, in cooperation with the people who come under the Act. And I think on the whole we have succeeded in instilling that thought into the people connected with our Packers and Stockyards Administration.

In the selection of these men who are charged with the account auditing, we have taken especial pains to select upright, clean, honest men, who will not betray the information which comes into their hands as a result of their position.

#### Not an Easy Job.

It is not so easy a matter to follow that general course of cooperation with the people who come under the Act, and still retain the confidence of the people who are not informed as to just what we are doing; who are not in that close contact with the whole business that enables them to form a fair opinion of our acts.

And especially we have not been able to retain the confidence of the professional hell-raisers (laughter)—excuse me, Mr. Chairman—I think that a public official ought to be granted sometimes the privilege of what we know as righteous indignation.

#### St. Paul Livestock Case.

I can illustrate it by our experience in St. Paul, in that St. Paul case. Rather automatically the question of commission rates was the first to come up under this Act. If we were to reach a fair decision as to what commission rates should be, it was necessary for us to have real knowledge of the business being done by the various commission firms, so one of the tasks to which we gave our attention first was the organization of a corps of auditors who could go to these firms, audit their books and find out just what they were doing. Unless we knew all about it, we could not pass intelligently upon the fairness of their rates. So we sent our force of auditors into the St. Paul yard.

If I remember rightly, there are some 32 commission firms there. They handled in the year we were auditing some 73,000 different accounts sales. It is no small task to audit 73,000 sales accounts. When we went in there we had a conference with the members of the Livestock Exchange, representatives of the Livestock Exchange, and as a result of that conference they said to us: "If any of our members are guilty of improper practices, we are just as anxious to know about it as you are; we want to cooperate with you."

And as a result of that, every member of that Livestock Exchange signed a waiver which authorized us to report to the officers of the Exchange any irregularities which they might be found guilty of.

#### Irregular Reporting of Sales.

Our auditors went to work and it was not long until they discovered some irregularities. I will not go into particulars on that. We not only found irregularities, but we found that more than half of the firms in that yard were guilty of improper practices, and that includes both old line and cooperatives. The difficulty in this case was irregular reporting of sales; in other words, it was simply a case of either robbing the shippers of livestock, or it was a case of straight corruption and graft.

Now the Act does not give the Secretary of Agriculture authority to deny admission as a market agency to anyone. It does not give us authority to put anyone out of business. It does not give us authority to fine anyone for the original offense.

My authority under the Act is, having discovered a concern guilty of an offense, to give them notice, to hold a hearing, and if found guilty to issue an order to cease and desist. I cannot fine them. I cannot put them out of business. I can issue an order to cease and desist doing the things which they have been doing, and if after that order is issued the offense is repeated, I can then fine them \$500 for each repetition of the offense.

The question was (when we uncovered those irregularities) just what we would



do about it; and we decided to report the members of the Exchange to the executive board of the Exchange, they having waived their right to secrecy under the Act, and the executive body of the Exchange acted very promptly.

#### **Punished Its Own Members.**

As a result of those disclosures, some 23 individuals were in the first instance debarred from the privileges of the market. Later two of them were reinstated, being found not guilty, and four others were permitted to come back, but not in a principal capacity. They were permitted to come back and work there on the theory that while they may have been guilty, it was due to the fact that they had not exercised due diligence in protecting their principals.

As you can see, as a result of following that course, a number of people were put out of business there, something that we could not do, and all the time all of those people are subject to the penalties of the Act, and those penalties will be imposed upon them when the audit has been completed.

It seemed to me that that was the sensible thing to do. It seemed to me that that was the way to quick action, to stop graft and abuses. It seemed so to the members of the Livestock Exchange.

It must be remembered that the Livestock Exchange is jealous of the reputation of its members; that it was organized to promote clean, fair trading; that it has no more desire to have reprehensible men in the Exchange than we have to have them. We did not delegate to the Livestock Exchange any authority to enforce that Act, but the members of that Exchange had subjected themselves to whatever action the Exchange might take in case of wrongdoing, and that action was inflicted upon them when these irregularities came to the attention of the Exchange.

#### **Penalties Will Be Imposed.**

That audit has not been completed. The penalties authorized by the law for the Department to inflict, have not been imposed, but they will be when the audit is completed and we know how to act.

Remember also that in that case there were two guilty of these offenses. One of them was a member of the Exchange, whether individual or firm. In some cases it was an individual question, and the principal members of the firm had no knowledge of it. One of them was a commission firm, and the other was the fellow who was acting as representative of the Farmers' Co-operative Livestock Shipping Company, who took the bribe—and they were equally guilty!

Now, we have no authority over this local co-operative livestock shipping company. We reported that to the state officer, and he is checking up that end of the line, and when the check is completed, the facts with regard to those men in the country will be made public, just as it has been with regard to the commission firms in the Yards.

#### **Stockyards Company Helped.**

All of this has been very helpful, and we have been able to bring to the attention of the Stockyards Company these facts. Let me say here that the Stockyards Company at St. Paul is just as zealous in cleansing the yards of people who had no business to be there as the Exchange. We have been able, in co-operation with the Stockyards Company to bring about a number of improvements, which have been of benefit to commission firms, as well as shippers from the country.

We have been able to adjust a great many difficulties which have come up in the ordinary course of trading, between commission firms and their shippers, and they have been of great assistance in cleaning them up and getting them out of the way, removing those irritating little things which frequently grow into big things, and cause unending trouble.

We have been able to bring about some improvement in the handling of livestock

by the railroads. On the whole, I think the Act has fully justified itself as a corrective measure of trade practices. But when all is said and done, it seems to me that those are not the biggest things that should come out of this Act.

It is not alone a policing measure. If I thought it was I would have very little interest in it, for there is not any satisfaction in trying to keep the other fellow straight and free from a lot of little things.

#### **The Really Big Thing.**

The really big thing that this Act has accomplished is the bringing about of the sort of co-operation between all the parties to the livestock and meat industry which needs to be brought about to put that industry on its very best foundation. That is the biggest thing that has come out of that Act.

Now, we have not gotten nearly as far as I think we should in that phase of the work under the Act. I think we have done some good. I think you people appreciate some of the work we have done in co-operation between the Packers and Stockyards Administration and our Bureau of Agricultural Economics in helping you to extend your markets over-seas. I will not go into that in detail, as most of you are



HON. HENRY C. WALLACE  
(Secretary of Agriculture)  
Speaker at the Banquet.

familiar with that work. I think there are larger opportunities for the future for our surplus there than we have yet measured up to.

#### **Larger Opportunities in Future.**

I feel that there should be very much greater co-operation between the packing industry, the farmers who produce the livestock, the Department of Agriculture in its marketing relation, and other agencies of the government, like the Department of Commerce and our consular offices, for getting behind this whole meat industry—livestock and meat industry, and promoting it as a business enterprise of Uncle Sam.

I think we can go a great deal further in that direction than we have gone, and I am hopeful that during this next year, when we get the ground thoroughly cleared and get all these original irritations out of the way, and come down onto a sound working basis, we will be able to map out a program that will be a thoroughly workable, helpful program in promoting our great meat industry.

We are coming up against more and more foreign competition, it seems to me. Mr. Dold was telling me, as we were eating, of the effort that is now being made in South America to promote hog production there.

#### **To Compete with Foreign Rivals.**

I think that all of the agencies which have to do with the livestock and meat industry—and I include the railroads as well as the packers and the stockyards agencies and the producers—I think all of the agencies which have to do with it should get together and unite in working out a definite policy which will enable us to compete more effectively with the livestock producers of other nations and with the packers of other nations. We have got to do that. Some of our products are selling altogether too low, in comparison with the products of some other countries. There is some reason for that, and there must be some way to meet that situation.

It seems to me the resources of the Government, in so far as they are in the Department of Agriculture, may properly be directed towards helping you men upon whom devolves the production of these products, to meet competition wherever you may find it. And I shall feel grievously disappointed if, when I step out of this position—whenever it may be, whether before March, 1925, or not—I shall feel disappointed if we shall not have done more in those larger aspects of the matter than we have been able to do up to the present time.

#### **A Fair and Broad Attitude.**

I am perfectly sincere in thanking you men for the co-operation I have had from you. If we disagree at times, I will say this to you, I will fight fair, and I know you will, too. And if we have to fight, we will fight out our battles in an orderly way. And when we are through, whichever side wins, I expect the other side to accept the situation gracefully, and we will go right along. We will not allow any differences of opinion to interfere with our co-operation in other lines.

I want you to feel perfectly free to come to me at any time, either individually or in your capacity through your representatives, with anything that I may properly have anything to do with in connection with your business, and you will find our people right on their toes to be helpful, constructive and ready to co-operate with you in every proper way.

Before I sit down, let me congratulate you on this arrangement you have made with the University of Chicago, which I understand was just completed today, or ratified today.

That is a great forward step, and it is a great opportunity to put the packing industry on the basis on which it ought to be. This matter of training your young men, this matter of giving your men who are already at work the opportunity to go ahead, and perfect themselves in their duties, is just splendid, and I congratulate you on that.

With regard to that, if you see where I can be helpful, and will bring it to my attention, I will gladly be helpful in every possible way.

(Applause, the members rising. The enthusiasm was such that the assemblage spontaneously sang "The Star Spangled Banner.")

#### **Patriotic Sentiments.**

TOASTMASTER HERRICK: I am sure, Mr. Secretary, that we all feel deeply grateful to you for coming here and bringing us such a message tonight. We appreciate the discomfort which it has meant to you, and on behalf of our entire membership, both present and absent, I want to extend to you our sincere thanks.

The song which you have just heard was not used as a means of getting these men to their feet, for you must recognize that every one of them was on their feet before the orchestra started. I attribute it, however, to being an inspiration of the patriotic sentiments which you had expressed in your desire to uphold the law as it has been laid upon you to do. It only exemplifies, perhaps, the spirit in which the American citizen, be he officeholder or be

he plain citizen, attempts to meet his duty to his country today.

I am privileged to give you tonight a little correspondence which has come to the Secretary's office, and it seems to me particularly pertinent, in that it affects two of the gentlemen who have spoken to us today. It is something like this:

"A Swede in Minnesota took out a membership in a farm bureau. About three months afterwards, the Department of Agriculture at Washington received a letter from him. It read: 'I been signed up a farm bureau. Not received it yet. School teacher, she been coming to my house to board this winter. My wife she say she want bureau for spare bed-room. Let me know how soon you send it.'" (Laughter.)

To this the Secretary's department replied:

"Dear Sir: Replying to yours of recent date, we have no bureaus in Washington that we can send out at the present time. However, Sydney Anderson of Minnesota is at work on a Number 1 Farm Bloc, and as soon as he finishes it, we will have it sawed up and made into bureaus, and send one to you at once." (Laughter.)

Mr. Secretary, I hope I am betraying no confidence in giving that out here.

#### Some of the Members.

Gatherings like this are a great education to us individually. When some of our members come from those far distant points, such as Pueblo or Arkansas City or Nebraska City, or what not, and register at the Traymore, and are assigned to rooms, a bell boy takes their baggage to the elevator, and they stop at the door and they say: "Just because I come from a hick town, you can't put me in a little room like this, with a folding bed, I won't stand for it." And the bell boy says: "Get in, this is the elevator." (Laughter.)

If Mr. Guthrie is here tonight, I would like to ask him who is Marion, Ohio?

You know, we have some queer members even yet in spite of our educational campaign. We had one who thought that Sandy Hook was a Scotchman, who thought South Bend was a setting up exercise, and he also thought that George Ade was a soft drink. (Laughter.) I do not know where he got that impression in Atlantic City. (Laughter.)

#### Introducing Captain O'Hay.

I wonder how many of you, if any, know what a connoisseur in war is? We have heard of various kinds before, but I admit that this is the first time that I have ever heard of a connoisseur in war. The gentleman who is to speak to us next has been so described. Richard Harding Davis has also described him in his book "Soldiers of Fortune," making him its central figure. I am sure, therefore, you will be glad to hear from Captain Irving O'Hay, of the United States Army, retired.

(Applause, the members rising.)

### A Tragic-Comic Life Story

CAPTAIN IRVING O'HAY: Mr. Toastmaster, honored guests, numerous vice-presidents, and gentlemen:

This seems like going from the sublime to the ridiculous. You have heard weighty words of wisdom from a member of the President's Cabinet, the scintillating words of this wonderful man, who is a lineal descendent of Eric the Red (laughter). Now you listen to the rasping voice of the industrial inefficient. (Laughter.)

For the last 27 years I have cast aspersions upon the ancestors of you meat packers. Spasmodically the various armies that I have been in have been the victims of your terrible perpetrations. (Laughter.) While I have spoken ill of you individually and collectively at various times, and divers times, little did I realize that the moment would arrive when I could give you collectively a verbal chastisement. (Laughter.)

#### An Amazing Account.

Captain O'Hay then related his experiences, both in and out of the army, starting with the time when he joined Roosevelt's Rough Riders at the outbreak of the Spanish-American War, following which he worked his way across the ocean on a cattle ship, and made a trip to Ireland, his birthplace, where he encountered a titled relative, who presented him with fifty pounds. He then went to the Continent, and finally wound up broke at Naples, Italy, and shipped from there, as he described it, as "a chambermaid to mules" or "a muleteer", landing in Africa early in the Boer War, and enlisted in the Colonial forces of Great Britain, and went through that war. Following the close of the Boer War, in which he attained the rank of Sergeant-Major, he returned to London, and after spending what money he had, he went back to America on a ship with 1,500 sheep aboard.

#### Hero of "Soldiers of Fortune."

After an unsuccessful effort at becoming a shoe salesman, Captain O'Hay became a baseball umpire in the Southern League, but after a short experience with that, he encountered his old "pal" Ernie, and went to Honduras, where he became a "General," with an army of 281, which was engaged in an attempt to overthrow the government. There were two other armies of about equal numbers, and among the men in those armies was Richard Harding Davis, and the insurrection in which he took part was afterwards described by him in his book "Soldiers of Fortune", the character Burke in that book being Captain O'Hay himself.

Captain O'Hay then referred to another pal in that army, William Sydney Porter, better known as "O. Henry," the famous story writer, whom he referred to as the biggest man he had ever met. Some years before meeting him, O. Henry was employed in a bank at Greensburg, N. C., the president of which embezzled some funds. O. Henry was accused of the crime, and on the witness stand he remained mute, and refused to testify with the result that he was sentenced to the penitentiary for twenty years. His reason for doing this was that the President was his pal, and had a wife and several children, while he himself was single. Within two years the bank president died, and on his death bed confessed that he, the bank president, had taken this money.

After the failure of the attempt to overthrow the Government of Honduras, Captain O'Hay and his pal went to Nicaragua, where he said: "There was something going on, and God was kind to us, because we only lost five and a half days between wars." The war in Nicaragua only lasted eight days, and he then returned to Amer-



TAKING THE LADIES FOR A STROLL  
A. T. Pratt, Paterson Parchment Paper Co.; Mrs. George N. Meyer and Mrs. H. Oscar Fisher of Pittsburgh.

ice in a cattle ship with Richard Harding Davis.

#### An Early Movie Hero.

In 1908 Captain O'Hay landed at Los Angeles, and went into the movie game as an actor, playing mostly Western parts, but after a few months, he ran across an old friend, who induced him to go down to Mexico, and take part in the anti-Diaz movement.

After his return from Mexico, he and a companion decided to enter the vaudeville field, and made their first appearance at McVicker's Theater, Chicago, but were let out after the opening show, and they then decided to go in the soap business, and they went from Chicago to Buffalo and various cities, selling "the famous Australian wool soap." But at Buffalo they had some trouble with the police, were arrested, and the following morning the judge gave them 24 hours to get out of town. One of his associates here was Jack London, another was Elbert Hubbard.

#### Survivor of the Princess Pats.

In 1914 Captain O'Hay and his companion were in Toronto, and enlisted in the famous "Princess Pat" regiment, in which no one was allowed to enlist who had not had previous war experience. They landed at Calais on Christmas day, 1914, with 38 officers and 1,258 men, and after getting to the front they were in the first gas attack, in which the regiment lost 867 men on one day. On December 16, 1916, the regiment sailed for home, with 37 officers left in France, never to return, and when Captain O'Hay, as Sergeant Major, called the battalion to attention for the last time, 19 men saluted the colors.

Later he re-enlisted in the American army and was severely wounded, being retired on pension.

In concluding, Captain O'Hay paid a high tribute to the National guardsmen of this country, who he said had been the backbone of the American army, and who were worthy of the support of every American.

(EDITOR'S NOTE.—It was physically impossible for any stenographer to get a verbatim report of Captain O'Hay's rapid-fire story. It is equally impossible for any reporter, in printed words, to do justice to what he said or how he said it.)

This writer has listened to after-dinner speakers and other orators for more than thirty years, the best the world produced in that time, and he has never heard one that even approached Captain O'Hay in the qualities which make him the wit-philosopher-romancer he is.)

PRESIDENT HERRICK: Gentlemen, I think that we should express to the local committee who have provided this wonderful entertainment tonight, the thanks of our organization and our appreciation of their efforts for us. We should also express our thanks to those who have so splendidly entertained us tonight, and I am sure that if I express the appreciation of all of our members to them, I am voicing the sentiment of you all. (Applause.)

#### CONVENTION NOTES.

R. T. Randall of Philadelphia—"If it's Randall's, it's right!"—was a hospitable entertainer. They even had to sit on the bed.

Thos. E. Hanley has made such a hit in the brokerage business in handling beef, provisions, sausage materials and casings, that he was proud to present his better half, Mrs. T. E. Hanley, who was responsible for his return to good health about a year ago.

Bill Mullaley was as active as ever, but missed his good old side-kick, "Salt" Williams.

The Brecht Co. was represented by Secretary Chas. Brecht, General Sales Manager John Mitchell, Vice-President H. C. Woodruff, F. S. White, N. H. Armour, Sam Logwood, C. V. Schrag and a few more live wires.

Wallie Richter, with his famous smile, found plenty of times to use it.

Dick Smith of Buffalo is somewhat like his machines, silent but effective.



## Trade and Supply Men Meet

The annual convention of the American Meat Packers' Trade and Supply Association was held at the Hotel Traymore, Atlantic City, N. J., on Monday, September 17. The meeting was called to order at 2 p. m. by Vice-president H. L. Harris, Pacific Coast Borax Co., New York. More than 50 members were in attendance at the convention and applications from several new members were received.

On motion the reading of the minutes of last year's meeting was dispensed with. Minutes of a meeting of the board of governors were read and approved.

It was reported that President Robert B. Harbison had made a change in his business relations which took him out of the industry, and he sent a message of regret at his inability to be present. His report as treasurer of the association was submitted and read in detail, together with the auditor's report. It was on motion approved. It showed a handsome balance in the treasury.

On motion unanimously adopted the associated appropriated a sum equal to that expended last year as its share toward the expenses of convention arrangements and entertainment.

### Ask Associate Membership.

After discussion of the activities of the Association the following resolution was moved and adopted unanimously:

"Resolved, that the Chairman be authorized and empowered to appoint a special committee to confer with the officers of the Institute of American Meat Packers and suggest that the Institute create an associate membership class, and that the committee report the result of its conference to the board of governors of the association."

The committee was appointed as follows: J. J. Dupps, Cincinnati Butchers'

Supply Co., chairman; John Mitchell, The Brecht Co., St. Louis; Walter Richter, Chicago; W. J. Mullaly, American Can Co., Chicago; and the vice-president, H. L. Harris. (This committee waited on the Institute officers, their request was considered and an amendment to the constitution adopted authorizing the executive committee at its discretion to establish rules for associate membership in the Institute, the whole matter to be presented to the Institute membership later for vote.)

The following board of governors was elected by the association for the ensuing year, the board to choose its own officers:

H. L. Harris, Pacific Coast Borax Co., New York; J. J. Dupps, Cincinnati Butchers' Supply Co.; C. H. Hanson, Thomson-Taylor Co., Chicago; W. F. Brunner, Paterson Parchment Paper Co., Passaic, N. J.; W. J. Mullaly, American Can Co., Chicago; Samuel Stretch, Van Loan & Co., New York; Chas. V. Brecht, The Brecht Co., St. Louis, Mo.; W. E. Robson, Heekin Can Co., Cincinnati, O.; H. C. Gardner, Gardner & Lindberg, Chicago; Walter J. Richter, W. J. Richter & Co., Chicago.

On motion the meeting adjourned subject to the call of the presiding officer.

[Names of members of the association present at this meeting will be found in the list of "Among Those Present" in this issue of THE NATIONAL PROVISIONER.]

## Aboard the Special

The biggest and finest special train ever run for a meat crowd was the "Packers' Special," which left Chicago as a section of the famous Broadway Limited over the Pennsylvania Railroad on Saturday for the Institute convention at Atlantic City.

This was a train of eleven steel Pullmans, including compartment and drawing room cars, two diners, entertainment car, observation car and club car. It was in charge of Chairman George A. Blair and R. D. MacManus of the packers' train committee and A. E. Butin of the Pennsylvania's passenger department. It ran through from Chicago to the seashore without a stop, except to change engines.

The reunion began at the Union Station, where the Chicago crowd met the St. Louis bunch and others from as far West as Colorado. It was a happy party, with the largest number of ladies yet taken on such a trip.

After partaking of a course luncheon in the two dining cars of the special train, the party divided and busied themselves with the various forms of entertainment which had been provided for them—and some they provided for themselves.

The first car of the train—a full-sized baggage coach—was the amusement car where there were all sorts of games and a Victrola to provide music for dancing. Harvey Nuckolls and W. B. Albright displayed much skill at the rope quoits and were returned champions. It took good judgment and, of course, these men have displayed that in many ways. The dart-throwing game was quite a novelty. Coming closest to the bone in the cardboard setup of an Armour Star ham with feather darts was the object. Here Ed Wentworth and Ralph MacManus were a tie for the lead.

Next to the amusement car was a club car, then the St. Louis Pullman, two dining cars and seven Pullmans, with an observation car last. Music was provided in the observation car also. The train operated as a counterpart of the famous Broadway Limited.

During the entire trip the Institute served, with their compliments, good old Scotch brew (less than nothing of 1 per cent), grape juice, chewing gum, mints, candy, confections and seedless raisins. With all of this the dining cars did a big business.

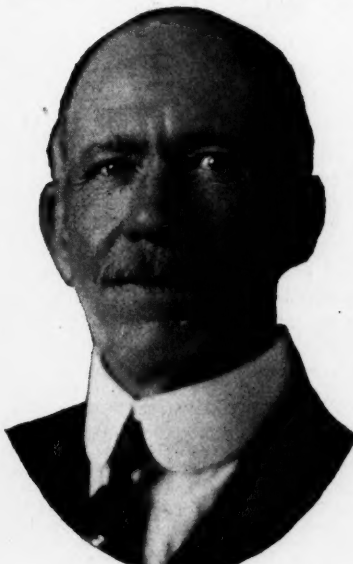
The afternoon brought forth little groups here and there from which could be heard such familiar remarks as "I'll play these," or "Give me three," etc.

After dinner the second diner was used as the moving picture theater. Seven reels were shown and all seemed to enjoy it. The show started with one of Aesop's Fables entitled "The Mouse Catcher." This was followed by a two-reel comedy showing Harold Lloyd in "From Hand to Mouth." Then the feature picture, "Lassoing Lions," and followed by "She Is Wild." The program closed with a Kinogram news reel. Dr. B. W. Rogers operated the camera and worked like a Trojan to give all a good time.

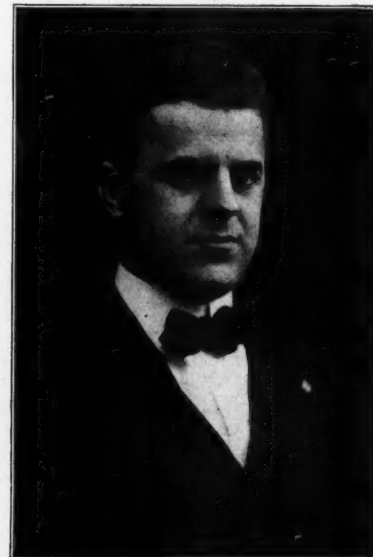
The trip was a most enjoyable one and some were enjoying it to such an extent in the observation car that an announcement of the arrival at Atlantic City was necessary.



R. B. HARBISON  
(International Paper Co., Chicago)  
President American Meat Packers Trade and Supply Association.



H. L. HARRIS  
(Pacific Coast Borax Co., New York)  
Vice-President and Convention Chairman, American Meat Packers Trade and Supply Association.



JOHN J. DUPPS, JR.  
(Cincinnati Butchers' Supply Co.)  
Chairman Conference Committee, American Meat Packers' Trade and Supply Association.

## The Entertainment

The entertainment program of the 1923 convention was chiefly notable for the good time given the ladies. It is like carrying coals to Newcastle, or gilding the lily, to try to improve upon what Atlantic City offers as ready-made entertainment. But the local committee got all there was in it for everybody.

The Sunday evening "get-together" in the spacious and beautiful lobbies of the Hotel Traymore is always a feature of Atlantic City conventions, and the packers have met there three times now. So on the day of arrival everybody met everybody else and renewed acquaintance and had a general good time.

The coupon books for the ladies—including chair rides and other amusement attractions—were ready at the registration desk, and the ladies did not delay making use of them. To roll along Atlantic City's board walk in a chair is one of the big features of a visit to this resort.

The ladies were given a "Get-Together Luncheon" in the beautiful Submarine Grill of the Hotel Traymore on Monday, and in the evening came the "Marine Revel," a dinner, dance and entertainment on the Steel Pier. While the men were at the banquet on Tuesday evening the ladies saw the premier production of what will prove to be a New York theater success. And any day and every day there was the surf rolling in on the beach to entice the bathers.

The Local Arrangements and Entertainment Committee, which so splendidly handled all events, included:

Mr. A. T. Rohe, Rohe & Brother, New York, New York, Chairman.

Mr. A. D. White, Swift and Company, Vice-Chairman.

Mr. W. W. Brainard, Brainard Brothers, Jersey City, New Jersey.

Mr. B. C. Dickinson, Louis Burk, Philadelphia, Pa.

Mr. T. Davis Hill, Corkran, Hill & Company, Inc., Baltimore, Maryland.

Mr. J. J. Felin, John J. Felin & Company, Inc., Philadelphia, Pa.

Mr. M. Greenwald, Greenwald Packing Corporation, Baltimore, Maryland.

Mr. F. C. Rogers, Philadelphia, Pa.

Mr. Joseph Kurdle, The Wm. Schlumberger-T. J. Kurdle Company, Baltimore, Maryland.

Mr. Howard R. Smith, Shafer & Company, Baltimore, Maryland.

Ladies' Reception Committee: Mrs. Albert T. Rohe, Chairman; Mrs. Howard R. Smith, Mrs. Michael Greenwald, Mrs. John J. Felin, Mrs. Louis Burk, Mrs. Joseph Kurdle.

Ladies' Committee: Mr. Albert T. Rohe, Chairman; Mr. Louis Burk, Mr. Howard R. Smith, Mr. T. Davis Hill, Mr. Michael Greenwald.

### The Marine Revel.

One of Atlantic City's features is the Steel Pier, extending 1,600 feet out into the ocean. On the end of the pier is a big ballroom done in white, which lent itself beautifully for decorative purposes, American flags and flowers being the decorations used. Here the dinner was served on Monday night for both ladies and men.

It was a real "shore dinner," though handicapped by the fact that there were no heating facilities of any kind on the pier, and the food had to be carried half a mile for serving. Labor showed its

hand, also, by calling a waiters' strike just before the dinner hour. But in spite of handicaps, everybody had a good time.

The menu follows:

Blue Point Oysters  
Cream of Clam  
Whole Broiled Maine Lobster  
Green Corn Maryland Crabmeat Salad  
Ice Cream Cakes Coffee

During the dinner the officious head waiter caused great merriment and some alarm by his actions. He narrowly escaped chastisement at the hands of Dr. Eagle, and was about to be mobbed when it was discovered that he was an entertainer hired for the purpose. Great stuff!

There was a fine band and dancing was enjoyed during and after the dinner. The vaudeville entertainment included several headliners from New York, and the mystic Dunninger made a particular hit. The committee in charge included Bayard C. Dickinson, F. C. Rogers, A. T. Rohe, Michael Greenwald, Joseph Kurdle and Howard R. Smith.



MICHAEL GREENWALD  
(Greenwald Packing Corp., Baltimore, Md.)  
Member Entertainment Committee.

### The Ladies' Luncheon.

Over a hundred ladies, guests of the convention, sat down to a luncheon in the wonderful Submarine Grill of the Traymore Hotel on Monday. Mrs. Albert T. Rohe, chairman of the ladies' committee, welcomed the guests, after which a most delightful luncheon was served in the usual Traymore style. The menu:

Cocktail of Grape Fruit with Maraschino  
Supreme of Live Kingfish, Meuniere  
Bergere  
Parisienne Persilled Potatoes  
Braised Sweetbread with Fresh Mushrooms, Smitane  
New Green Peas, Fines Herbes  
Egg Plant, Pont Neuf  
Fancy Fresh Bartlett Pears, Cardinal  
Frivolites Parisienne  
Cafe Riche

During the courses coupon books, admitting the ladies to steeplechase pier, bathing, steel pier and roller chair rides,

were distributed by the popular Mr. Albert T. Rohe.

After the luncheon Miss Gudrun Carlson, director of the Home Economics department of the Institute of American Meat Packers, was heard. After reviewing very briefly the points of the short talk Miss Carlson gave to the women at the luncheon in Chicago last year, she reviewed some of the things the Bureau of Home Economics had accomplished the past year.

She emphasized the value of educational work along the lines of selection and cookery of meat and meat products, through women's clubs and other organizations. She illustrated how such work has been conducted through the Bureau by describing the meat cutting and meat cooking demonstrations, lectures, radio talks, articles, charts, booklets and other activities.

How demonstrations are planned and successfully carried out through the co-operation of packing firms and meat dealers was explained, and the suggestion made that those present might have a number of opportunities to encourage such demonstrations in their own communities. Miss Carlson said: "The very apparent need of helpful information on the less known cuts, usually more economical, has been fully appreciated, and much done to spread accurate facts to hundreds of housewives through distribution of recipe booklets, the demonstrations described and many other means.

"As fast as time permits the Bureau has been compiling all the reference material available which relates to the subject of meat, especially as regards its value as a food, marketing and selection, principles of cookery and similar topics. Suggestions for programs, exhibits and demonstrations are available for women's clubs or associations who may desire them. New material will be issued from time to time, all of which should be of particular interest to the women gathered at this luncheon.

"Your co-operation is urged in carrying on the future work of the Bureau. The men have already shown that they are ready to encourage the work in every way. The future possibilities of the work of the Bureau look very bright indeed, and the women will no doubt wish to share its success. I thank you." (Applause.)

At the conclusion Chairman Rohe announced that tables were arranged for those who desired to play bridge, and twenty-four took advantage of the opportunity, and each was awarded a prize of a beautiful vanity double compact and all accessories. Each of the guests at the luncheon received a box of "Parfums Fontanis."

The committee having charge of the wonderfully conducted luncheon were Mrs. Albert T. Rohe, chairman, Mrs. Howard R. Smith and Mrs. Louis Burk.

### Ladies' Theater Party.

That the ladies were well taken care of was shown by the great attention and careful selection given to every entertainment planned for their enjoyment. And the theater party on Tuesday night was no exception. The play selected was "Casanova," with Lowell Sherman in the lead, at Nixon's Apollo Theater on the boardwalk. No matter how frequently one visits Atlantic City, there is an air of novelty about it which cannot be found elsewhere, and just by way of variety many of the ladies rode to the theater in rolling chairs.

And the play itself, with the beautiful costumes of by-gone days, but which, by the way, may be the fashion again, in all their gorgeousness and beautiful textures, and the really fine acting, all made a delightful evening. The ladies had the satisfaction of having seen the initial performance.



## The Golf Tournament



RALPH S. DOLD  
Winner Medal Score Trophy.

For the first time in the history of packers' conventions a golf tournament was offered as an attraction. The idea was a good one, and added much to the interest of the entertainment side of the meeting.

The tournament was held on the course of the beautiful Sea View Golf Club, Absecon, N. J., just a nice motor ride from convention headquarters. The Sea View Club house is one of the most beautiful in the country, and courtesies were extended to all convention guests through the generous hospitality of member John J. Felin, chairman of the golf committee.

There were two silver cups and other prizes offered, and the tournament idea took like wildfire. There were over 80 entries, but a heavy rain on the morning of the tournament, not to mention other casualties, cut down the playing list to 49.

It is safe to say that the 1924 tournament will show much heavier entries and that a larger proportion will play. Those who flunked don't know what they missed.

### Winner of Herrick Cup.

The Herrick Cup, a splendid silver piece offered by the Institute in honor of its able and gracious president, was offered for the lowest net score. It was won by J. A. Raulerson, of Armour & Company, Philadelphia, with a handicap of 28. His gross score was 91. The par for the course is 72.

Second prize in this competition, a silver flask, was won by E. C. Starr, of the North Packing & Provision Co., Boston, Mass. His net score was 66. Third prize, a dozen golf balls, went to J. K. Rickey, with a net score of 67.

### The National Provisioner Trophy.

For the best medal score THE NATIONAL PROVISIONER Trophy, also a silver cup, was offered. It was won by Ralph S. Dold, Dold Packing Co., Omaha, Neb., whose handicap was 3. His score

was 76, and he played sound golf all the way through. He keeps the cup, as a new one is offered each year for the best gross score. Second prize, a silver flask, went to his cousin, Richard Dold, of Wichita, Kas., who shot an 83 and was tied with C. Fowler, Cudahy Packing Company, Chicago. The latter got a box of golf balls.

For the duffers' cup the contest was a tie between W. F. Schluderberg and Fred Fuller, and Will won the toss and was awarded a miniature silver cup. The score was not given out. The committee preferred also to withhold all scores in the competition except those of the winners.

The Golf Committee comprised John J. Felin, chairman, Bayard C. Dickinson and F. C. Rogers of Philadelphia, and T. Davis Hill of Baltimore.

The contestants and ladies were entertained in the evening at a delightful dinner at the Sea View Club, at which President Herrick presided and caused a lot of merriment during his presentation of the prizes.

The Convention Golf Tournament has come to stay.

### CONVENTION NOTES.

Fay Murray, Bob Colina and H. L. Sparks, all of whom are members of the Kennett companies, live stock order buyers, presented six foot of man in each person. Some boys!

Henry Manaster found many of his Eastern friends at the convention, so he should not be so late in returning home. More time saved.

A. M. Schenk, formerly a director of the Institute, was again on hand and verifies the contention that much value comes out of attending the annual convention. Mr. Schenk is one of the veterans and takes great interest in the progress of the "industry."

Oliver Wynne, the well known lard and provision man of Norfolk, Va., was seen holding many conferences. What's lard going to do now?

Oscar Schmidt of the Cincinnati Butchers Supply Co. brought his wife with him. Bring the "Boss" and save the loss, must be the new slogan with Oscar.

Hi Guthrie deserves his given name, as it is over six feet to the roof—even with a cap on!

Warren Egan, of Owen C. Egan & Co., live stock purchasing agents, inhaled sufficient convention atmosphere to prompt him to enlist as a regular from now on.

Barney Kohn was on the job as usual, which helps to make a convention a big success. Not only in size.

Mr. Hubbard, Mr. Stern and Mr. Hefferman formed the Mechanical trio this year.

## Purely Personal

Michael Greenwald of Baltimore was the Beau Brummel of the convention dressers, as usual. Mike gets handsomer every year. That smile alone is worth the price of admission.

As a host, nobody can beat John Felin of Philadelphia and the Sea View Golf Club. John is almost as happy entertaining as he is counting the ducats at the packinghouse.

Arthur D. White of Chicago couldn't work this year—Mrs. White was along. Well, he was entitled to a vacation.

Little Kathleen Keefe was back again this year and brought Mother with her. The combination was too much for the packers, and they made Dick a director.

Fred Rochester, publicity director for Wilson & Company, was as busy as usual. He never misses any bets for his boss.

James P. Lennon shed his cherubic smile on everybody. Everybody likes Jimmy.

Charles Offenhauser got there late. You see, Charles is a "system" now—the Offenhauser System—but in spite of it he wouldn't miss a convention.

Mrs. T. Davis Hill now believes firmly in thought transference. Perhaps she didn't notice the gentlemen squeeze just at the proper moment.

It seemed like old times to see Mrs. Albert T. Rohe with "Prince Al." A great team!

There wasn't a man left the room while O'Hay told his two-hour banquet story. When they weren't laughing they were wondering how the ——— well, he was a wonder!

Felin, Dickinson, Rogers—the Philadelphia trio—they can't be beat.

Bill Schluderberg and wife celebrated the third anniversary of their honeymoon at a packers' convention. Wouldn't have known the difference this time.

George Casey did not pay that debt with Dickinson, but he brought consolation to Jesse Dietz.

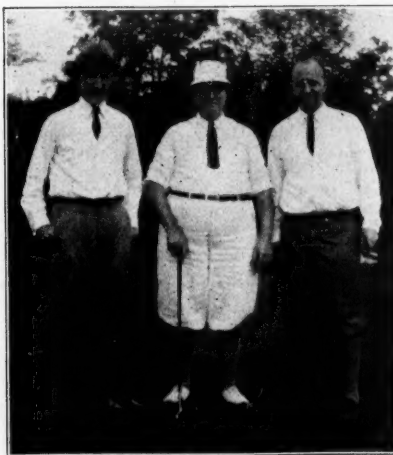
Joe Ilg, who owns the Grand Trunk Railroad and all the fish in Wisconsin, was there for one purpose only—to make everybody happy. Ask about Mort Mannheim's rose-bedecked bower!

Joseph M. Gates of the Enterprise Mfg. Co., Philadelphia, should have had a place on the platform; he could tell 'em a few things. But J. M. was too modest—he didn't give us a chance to show him the sights.

When they want a few pointers on how to move hams, all they have to do is to ask Jesse Dietz. He quadrupled his ham sales in his 290 odd meat stores over last year.



THE HERRICK CUP  
For low net score.



THE GOLF COMMITTEE  
Messrs. Dickinson, Felin and Rogers on the job.



THE NATIONAL PROVISIONER TROPHY  
For the low gross score.

No wonder they picked out "Smile Boy" for the new Evansville Packing Co. brand.

James S. Hills, the field marshal of registration, was indispensable as usual.

Fred Fuller can drive a car with one hand, play golf with the other, and never miss a bet on the market.

Louis Burk's orchids were the envy of flower lovers at the dinner dance. Said to be the finest in the country.

Louis Meyer of Brooklyn celebrated his second annual convention. You would have thought he'd always been there.

Thomas E. Wilson had the Prince of Wales with him again this year. Edward is now a sophomore at Princeton.

Who said H. G. Davey of Boston was the oldest man at the convention? Don't you let him make you believe he's 81.

Justus Mullett of Pittsburgh had his introduction to conventions this year. He is a director of Fried & Reinemann.

John M. Snyder of the C. A. Durr Packing Co., Utica, N. Y., brought Mrs. Snyder. They won't miss any more within motor-ing distance.

Bill Hammann has transferred his talents to the Little Rock Packing Co. as general manager. Little Rock now has a new toastmaster.

F. Y. McKinstry, manager of the Baltimore office of the Packers Machinery & Equipment Co., represented the house ably at the convention.

Wm. H. Ridgway of Coatesville, Pa., met many of his old friends at the convention. All were glad to shake hands with old "Hook'er to the Biler."

The continent of Europe was represented at the convention by G. LePersonne of Parser and LePersonne, Antwerp, Belgium. A handsome representative.

"Dick" Howes of Swift and Company, known as the old original "go getter," got everything he went after at the convention, including Frank Hunter's phiz.

Phillip Provo and his Toledo bunch stopped off in Philadelphia to see the sights of the Hottmann factory. Charley Kesser was a capable host, as usual.

George N. Meyer of Fried & Reinemann drove all the way from Pittsburgh without seeing a cop. And last year it cost him \$10 to get from home to the railroad station.

Beecher Starbird wishes to be known as the Armour poet. He says Alonzo Newton Benn can't put over anything on him. Submit your samples to the editor, Beecher.

One of the interested convention attendants was Fred H. White of Chicago, Coventry, N. Y., and other points. Mr. White is the oldest provision inspector in or out of captivity.

Did you count noses at the convention sessions and notice the percentage of Swift men there? G. F. and Charles H. never missed a session, and the boys followed suit. That's the way to do it.

Frank M. Floror, general manager of Geo. Kern, Inc., New York, told some of the packers a few things about boiling hams. F. M. is very pertickler on that point—that's why Kern's hams are "best sellers" in New York.

The Hotel Traymore made a hit as usual. Manager Montgomery is some host, and Personal Representative Benson, who used to be a partner of Senator Edge, has enough dignity and graciousness to fill both New Jersey senatorial seats.

Jake Hoffman can do other things besides act as entertainment impresario. Did you hear his quartette at the banquet? Jake, Ray Gifford, Arthur Cushman and Shoemaker of Armour could have saved Al Rohe money on the entertainment bill had he known it. Some close harmony!

It was like old times to see the A. M. P. A. veterans foregather—Oscar Mayer, Sr., Charles Rohe, Colonel John Roberts, Charley Roth of Cincinnati, Ben Corkran of Baltimore, John Felin, Fred Krey, Jake Beiswanger, and last but not least—the veteran of every one of the 18 conventions—young Jimmy Agar of Chicago.

Did you know Bob Carter's denomination? He's a Shaker.

Jay Hormel's golf suit would have won the cup alone had he given it a chance.

Maybe Leopold Weill of Brooklyn didn't enjoy the meetings. Leave it to the veteran.

Barry Cassell says it was a very respectable convention. Barry ought to know.

Henry Schaffner and wife were there from Erie, Pa. Where, oh, where was Mort?

Fred Vogt of Philadelphia was there with Mrs. Vogt. Also Charles H. was present.

Fred Tobin of Rochester had his side-partner, O. E. Espey, with him. That's a great team.

Anton Auth, of the N. Auth Provision Co., Washington, D. C., didn't miss a thing at the meeting.

Adam Hausmann, of G. H. Hausmann & Sons, Philadelphia, motored down with Mrs. Hausmann.

It would not be a convention without "Sid" Davies of Wheeling, W. Va., who makes cans for the packers.

C. F. Peters of McKeesport, Pa., keeps the Peters Packing Co. at the front, and never misses a practical point.

Edwin J. Ward of Chicago is a corker; also an uncorker. Ed, you should claim your property after a dance.

J. W. and R. A. Rath upheld the reputation of the Rath Packing Co., Waterloo, Iowa. R. A. is quite a social favorite.

Hermon Fleming missed the banquet, as he was called home on business. Boston is a busy place, and Hermon a busy boy.

Francis B. Ellis of the Penn Beef Co. would come, even if it was a thousand miles from Philadelphia. He never misses.

When you say "John S. Weaver" it makes your mouth water as you think of that Lebanon bologna. The old original.

John P. Nolan, of the Wynantskill Mfg. Co., Troy, N. Y., who bags the packers as well as their meat, was an interested visitor.

Bob Burrows loves golf, and he seduced Fred Duffield the very first day of the convention. Bob, Prexy Herrick will get after you.

Who suggested letting Charley Herrick order the dinner at the Victoria? Didn't they know C. E. H. was the old original Mr. Epicurus?

One of the advantages of holding the convention at Atlantic City is the Sunday afternoon and evening reception. It's a regular "home coming" affair.

Nothing was too good for Manager Wm. F. Clifford of J. J. Felin & Co.'s New York house. Mr. and Mrs. Clifford and Pat Ford and wife made a pleasant party.

P. A. Jacobson of the Interstate Packing Co., Winona, Minn., attended the convention with Mrs. Jacobson, and spent several days in the Eastern cities before returning.

R. E. Power is the little big man—or big little man—who heads the Power Packing Plant, Inc., Nashville, Tenn. He and Dave Madden ought to have been in the Jim-Jam-Jem picture.

A. J. Major, Major Bros. Packing Co., Mishawaka, Ind., had sisters Ethel and Marie with him, and saw that they had a good time. Mishawaka is the town with the world's biggest Sunday school.

Walter Macfarlane, sales manager, did the honors for the Sullivan Packing Co., Detroit. Any time Mac misses a bet, either in or out of business hours, you'll know it. He had Superintendent Max Frankel with him. Max is the late Bill Flannigan's successor.

T. E. Hanley attended the convention, representing T. E. Hanley & Sons, the well-known brokerage firm in Chicago, who handle packinghouse products and specialize in imported sheep casings. He took Mrs. Hanley along and they spent the balance of the week in Baltimore, Philadelphia and New York City.

Some gallant—Joe Ilg of Oak Park, Ill.—as we have reason to know.

Why did Mrs. Joe Taylor want to know the price of December lard?

Pendleton Dudley was a good "subject," but then he isn't a bit bashful about his age.

Carl Kroeck of Milwaukee was unquenchable. Even the ocean couldn't put him out.

The opinion of the trade was voiced in the introduction of Charles Rohe by James S. Agar—"Prince Charles."

When it comes to dignity and style, Charles V. Brecht has a close second in Sales Manager John Mitchell.

George C. Mayer is now a vice-president of the Paterson Parchment Paper Co. He and Pratt haven't missed a convention.

J. P. Phillips of the Birmingham Packing Co. certainly did enjoy the banquet, and so did the fortunate party next to him.

Signs seen at Atlantic City: "Morris & Co., Misses' Wear"; "Wilson & Co., Cakes and Pies"; "Dr. Shivers, Dentist." He should!

W. T. Riley, Jr., of Philadelphia couldn't stay long. The annual clambake of the Whitmarsh Country Club was about to come off.

Did you "get" the Jim-Jam-Jems at the convention? Low all around and high in the middle—Jim Agar, James Harris and Jeems Murphy.

It wasn't so much whether he would get her thoughts that was bothering Mrs. Martin, but how he did it. But Mr. Martin couldn't tell her.

M. E. Moyer, manager and secretary of the West Carrollton Parchment Co., is now a convention regular. So is right bower Charles Christman.

W. G. Jamison of the Department of Commerce was the only bona fide ranchman present—even if he hasn't seen La Veta for a year or more, thanks to Herbert Hoover.

If anybody worked harder during the convention than "Doc" Rogers, please page him! A few more like "Doc" would run the whole works and give Jimmy Hills and Heinie a rest.

"Money talks." It's easy to vote "yes," but it's something else to put up the dough—and voluntarily—as Arthur Lowenstein did with his three-year scholarship for the Institute of Meat Packing. All honor to Arthur.

If it wasn't that the wrong interpretation might be put on it, we'd tell how Fred Duffield was locked in his room by his wife on Sunday night. But as everybody knows Fred, also Mrs. Fred, and also the trick doors at the Traymore, it's a perfectly safe story.

George Kramer, representing the United Master Butchers of America at the packers' convention, attended all business sessions promptly, while Mrs. Kramer enjoyed the chairrides, luncheon, theater party and other entertainments furnished the lady guests.

Popular Harry Woodruff of The Brecht Company, New York, was accompanied by his wife and niece. And they, with Mr. and Mrs. Charles V. Brecht of St. Louis, had a wonderful time—although this congenial party could have a good time anywhere.

The dignified little lady from the West—or is it Middle West?—who wore out the heels of a perfectly new pair of shoes riding the barrels at Steeplechase Pier on Sunday night repeatedly assured the reporter that was all the damage incident to the good time.

That wizard at the marine revel sure did know something and his statements started all to thinking why Otto V. Schrenk wants to know about Charlemagne?

What would A. Fink & Sons of Newark think if they knew that their young man, who attends so strictly to business at home, wanted to know when, where and why he would marry.



George Shein of Chicago, with a few other friends, arrived late for the dinner at the revel, and while he may not have received all the courses, he had a fairly good dinner of seventeen more or less ears of corn.

J. P. Phillips, Birmingham Packing Company, says he can remember the time when his grandparents sent money from Wales to New York. Mr. Phillips is very proud of his three big boys, whom he calls his "buddies."

Albert Rohe, chairman of the Entertainment and Ladies' Committees, accomplished much work in his usual quiet, jovial and 100 per cent way.

Charles H. Ogden, Pittsburgh Provision and Packing Company, was hailed from all sides as soon as he arrived at the convention.

W. F. Brunner, president of the Paterson Parchment Paper Company, although not a member of the Institute of American Meat Packers, has always been actively associated with its work, was back again after an absence of a few years from the annual convention. He told a very interesting story of how a bird could not be used to describe Dove Brand because a ham was not made from a bird. They was the days we had fun with the government fusty-budgets!

S. Stretch of Van Loan & Company made his seventeenth annual trip to help the convention along. And you'd never know what Sam had to sell, either.

The Paterson Parchment Paper Company was represented this year by its president W. F. Brunner, A. T. Pratt, Geo. C. Mayer, Joseph X. Gubbins and A. E. Grossmith. Some bunch!

Overheard on the train: Ernest Urwitz of the Dryfus Packing Company was busy eating raisins. When asked why, his reply was that if he could not get anything with a kick in any other way he would have to drink near-beer and eat several boxes of raisins.

Harry P. Hale of H. P. Hale & Company, Boston, although just returning from a trip abroad with Mrs. Hale and their son, just could not miss the convention. In talking of his trip Mr. Hale stated that they arrived in Liverpool, from where they motored to London and through France, stopping about three weeks in the latter country and going from there to Switzerland, where they remained about ten days. Mr. Hale expressed the opinion that France was rapidly coming back, and he thought it would not be long before conditions would be normal again. While interest was centered on Mr. Hale and his trip, Joe Taylor of the Taylor Brokerage Company, Pittsburgh, joined the party, and really he could not understand why anybody should make such a fuss about a little trip abroad, when he had recently made a trip to McKeesport, Pa.—his first visit in fifteen years—and nobody seemed to be interested in conditions there!

J. C. Dold is just as hale and hearty, and in fact some younger, than he was two years ago, when he entertained the master butchers at Buffalo.

Mrs. E. Reineman with her daughter, and Mr. Reineman, Jr., and wife, motored in from Pittsburgh and will visit New York and probably West Point before returning home. Mrs. Reineman is showing the same active interest in her husband's business as she did when the Fried & Reineman Company entertained the master butchers in Pittsburgh in August.

The three graces have strong competition in the three Jims—Agar, Murphy and Harris.

H. L. Harris of borax fame was ready to handle any proposition.

John J. Felin of Philadelphia found his wallet—just mislaid.

J. W. Murphy of Omaha, the biggest little hog buyer in the business, hit it right—the rain stopped in time. James was so busy making wagers with Fred Fuller that he hardly had time to eat.

Big Bill Lynde, of Wilson & Company, New York, has not lost his Adonis style.

R. P. Bennett, of the American By-Products Manufacturing Company, made the trip by motor, driving all the way himself, almost as quickly as the train.

There are just three William McAdoo's—one is chief justice of New York City, one was secretary of the treasury, and the third William is McAdoo of the Sawdust Sales Company, Philadelphia.

E. E. Schwitzke, president of the Casings Produce Co., Inc., better known as the sheik of West New York, did not want to be lonesome, so he brought M. Greenebaum of E. Greenebaum Co. and A. Klein of the Lafayette Provision Co. with him.

The inseparables were separated this year, and W. A. Johns of Swift and Company, Jersey City, was inconsolable, while Jack Smith of Chicago was very much missed.

A. F. W. St. Johns, vice-president of the Worcester Salt Co., Columbus, Ohio, and John J. Coyne of Chicago, were doing the honors for this company.

Fred Krey secured a paddle and was ready to try it out on Bob Carter when the camera man saved the day. For further reference, see the photograph.

Kentucky sent its thoroughbreds in Mr. and Mrs. Chas. H. Knight, Karl M. Zaeh and Bob Vissman of Louisville.

Jim, Jimmy and James—Agar, Murphy and Harris. The shorts have it two to one.

Jersey mosquitoes were fooled by John J. Dupps, Jr., in fortifying himself with a screened style shirt. A type and style for any occasion is the "Boss" motto.

A handy key ring knife was given as a souvenir by the Cincinnati Butchers Supply Co.

J. T. Brown, Jr., of Brown & Co., Sioux City, Iowa, hog buyers, brought Mrs. Brown, and she is now convinced that ladies are welcomed and provided for at the conventions.

Peppering up things in more than one way is befitting (Pep) Chas. Hanson of Thomson & Taylor.

Beecher Starbird is considerable song-bird. One hearing will convince—not to say satisfy—you!

Oscar F. and Oscar G. Mayer "Approved" that one cannot afford to miss a convention.

A boardwalk restaurant found an unusual customer in Bob Colina, when at one time during the course of the 24-hour day Bob entered and ordered \$100 worth of ham and eggs. One sure feels very hungry at times.



THE JIM-JAM-JEMS

James S. Agar of Chicago, James Harris of the Chicago & Alton R. R., and James W. Murphy of Omaha, the biggest little hog buyer.

J. G. Hugel, of John Chatillon & Sons, gave as a souvenir a miniature butcher steel. The steel is made in three detachable parts and is a very fine piece of work.

Sig Schwenger had his wife and daughter with him. Very considerate of Sig.

"Archie" Hayes finally found another person with the same given name of Archer. One can find many things at a convention.

Charlie Streets of Cleveland connects avenues of congeniality with his splendid personality.

He-Kin surely entertain. Who? Why R. P. Robson of the Heekin Can Co., of course.

A. C. Hofmann and wife motored down from Syracuse. A. C. reported that he would drive many times farther rather than miss a convention.

Cincinnati packers were much in evidence, being represented by Julius Wiederstein, Elmore Schroth, Jacob Vogel, Carl Hauck and Albert Kahn. Mrs. Vogel and daughter and Mrs. Hauck also attended.

The Brecht Co. presented as souvenirs a handsome Realite pencil. Very handy for the vest pocket.

Mort Teufel brought his wife, not that he needed watching, but to show Mrs. Teufel that the convention was for the ladies as well as the men.

Harry Lavin of Stark Provision Co., Canton, O., was all dolled up in a \$3.00 suit. Not a bargain, but a product of Germany, where he secured it on his last visit. High grade goods and tailoring. Think of it, three dollars! Shades of Hart, Schaffner & Marx!

Al Eberhart passed up many attractions at home in Omaha to be present. There is nothing more attractive than the annual convention and its side shows.

Mr. and Mrs. John Gebelein approve attending conventions together. Why not? says John, there is nothing to conceal and much to reveal.

Andy Loeffler sure did his share at the Marine Revel in presenting his wife and daughter as dancing partners.

From the hills of Ten-Ten-Tennessee came Dave Madden. Little, but oh, my!

Fred Higbie had a solo part this time, as he did not have any of his assistants with him. Fred entertains well, regardless of the situation. He even got along without "Salt."

The spice of life—Sam Stretch. Sam provides the proper seasoning for any occasion.

"Daddy" John Dupps was the senior member of the "Boss" outfit attending this year. He was accompanied by friend wife, who is a thoroughly seasoned conventionite.

Ed. Merritt has every quality his name signifies. No wonder they made him a Vice President.

Frank Eckert of Henderson, Ky., stopped at Cincinnati on his way to the convention to look over the Harding system of rendering, installed there at the Kroger plant. Upon arriving at Atlantic City he met the inventor, Myrick D. Harding. Killing two birds with one stone is the efficiency looked for nowadays.

John Hall, renowned broker, poet, and 100% convention attendant, was accompanied by his sister. That's brotherly love.

T. A. Boyer, vice president J. K. Laudenslager, Inc., of Philadelphia, spice grinders and importers, renewed old acquaintances and formed many new ones. Boyer is exclusive—he sells only to packers!

Mrs. Smith accompanied Howard this time, and found him a true business man on such occasions. Hardly possible that it would have been any different.

St. Louis had a royal good turnout, which included Mr. and Mrs. Gustav Bischof, Fred Krey, Eugene Urban, George Lauch, S. B. Dietrich, Frank Hunter, Henry Belz, John Belz, Jr., Mr. and Mrs. Louis Dennig, John Delmore, H. L. Sparks and others.

## Among Those Present

Some of those attending the eighteenth annual convention, as shown by the registration list at the Hotel Traymore, were:

C. J. Abell, Cleveland Provision Co., Cleveland, Ohio.

J. S. Abbott, Institute of Margarine Manufacturers, Washington, D. C.

U. P. Adams, Armour & Company, Philadelphia, Penn.

J. S. Agar, Agar Packing & Provision Company, Chicago, Ill.

John T. Agar, Wm. Davies Co., Inc., Chicago, Illinois.

W. S. Agar, Agar Packing & Provision Company, Chicago, Ill.

Carl M. Aldrich, Morton-Gregson Co., Nebraska City, Neb.

Paul I. Aldrich, The National Provisioner, Chicago, Ill.

John Anderson, Pittsburgh Provision & Packing Company, Pittsburgh, Penn., and Mrs. Anderson.

Hon. Sydney Anderson, Member of Congress, Washington, D. C.

Lester Armour, Armour & Company, Chicago, Ill.

N. H. Armour, The Brecht Company, St. Louis, Mo.

P. D. Armour, Armour & Company, Chicago, Ill.

A. L. Arthur, Klinck Packing Company, Buffalo, N. Y.

Anton A. Auth, N. Auth Provision Company, Washington, D. C.

Hon. Edward L. Bader, Mayor of Atlantic City, N. J.

Ernest H. Barry, J. R. Poole Company, Boston, Mass.

F. C. Bealke, Swift and Company, Philadelphia, Penn.

L. R. Bechstein, New York, N. Y.

Jacob Beiswanger, Beiswanger Packing Corporation, Coatesville, Pa.

Cleon M. Bell, Powers-Begg Co., Jacksonville, Ill.

Henry Belz, J. H. Belz Provision Company, St. Louis, Mo.

John H. Belz, J. H. Belz Provision Company, St. Louis, Mo.

A. N. Benn, G. H. Hammond Company, Chicago, Ill.

C. Bennett, Allied Packers, Buffalo, N. Y.

Robt. P. Bennett, American By-Products Machinery Co., New York, N. Y.

Gustav Biscoff, St. Louis Independent Packing Co., St. Louis, Mo.

Geo. A. Blair, Wilson and Company, Chicago, Ill.

J. H. Bliss, Libby, McNeill & Libby, Chicago, Ill.

Nate Blum, of I. Blum, Chicago, Ill.

R. A. Blumer, Blumer-Sartain Packing Company, Columbus, O.

A. C. Bolz, Oscar Mayer & Company, Inc., Madison, Wis.

R. C. Bonham, Jersey City Stock Yards Co., Jersey City, N. J.

W. H. Bonnell, Wilson and Company, Chicago, Ill.

J. M. Boyer, Swift and Company, Philadelphia, Penn.

Truman H. Boyer, J. K. Laudenslager, Inc., Philadelphia, Pa.

B. A. Braun, Jacob Dold Packing Company, Buffalo, N. Y.

J. A. Brady, Van Wagenen & Schickhaus Co., Newark, N. J.

Murray J. Brady, reporter, Chicago, Ill.

Stephen Bray, U. S. Dept. of Agriculture, Packers and Stockyards Administration, Washington D. C.

Chas. H. Breese, Indiana Packing Co., Chicago, Ill.

Chas. E. von Brecht, The Brecht Company, St. Louis, Mo., and Mrs. Brecht.

SEE F'S

Patrick Brennan, Independent Packing Company, Chicago, Ill.

Thomas Brennan, Independent Packing Company, Chicago, Ill.

T. P. Breslin, Standard Packing Company, Los Angeles, Calif.

Everett C. Brown, president, National Live Stock Exchange, Chicago, Ill., and Mrs. Brown.

J. T. Brown, Jr., Brown & Company, Sioux City, Iowa.

Percy A. Brown, Percy A. Brown & Co., Wilkes Barre, Penn.

Wm. F. Brunner, Paterson Parchment Paper Co., Passaic, N. J.

Louis Burk, Philadelphia, Penn., and Mrs. Burk.

W. D. Burk, Louis Burk Company, Philadelphia, Penn.

Robert Burrows, J. C. Wood & Co., Chicago, Ill.

Gudrun Carlson, Institute of American Meat Packers, Chicago, Ill.

J. E. Carpenter, Jos. R. Shimer Co., Phillipsburg, N. J.

H. C. Carr, Libby, McNeill & Libby, Chicago, Ill.

Fred B. Carter, Philadelphia, Pa., and Mrs. Carter.

R. W. Carter, Swift & Company, Chicago, Ill.

Geo. A. Casey, vice-president, Wilmington Provision Co., Wilmington, Del.

W. R. Cass, Chicago, Ill.

W. B. Cassell, W. B. Cassell Co., Baltimore, Md.

M. Chernis, Boston Sausage and Provision Co., Boston, Mass.

Chas. Christman, West Carrollton Parchment Co., West Carrollton, Ohio.

Fred H. Clark, J. R. Poole Co., Boston, Mass.

William F. Clifford, John J. Felin & Co., New York, N. Y., and Mrs. Clifford.

F. J. Cooper, Cudahy Packing Company, Philadelphia, Pa.

R. S. Coughenour, Armour & Company, Chicago, Ill.

James G. Cownie, Jacob Dold Packing Company, Buffalo, N. Y., and Mrs. Cownie.

John J. Coyne, Worcester Salt Company, Chicago, Ill.

Thos. Creigh, Cudahy Packing Company, Chicago, Ill.

E. A. Cudahy, Jr., Cudahy Packing Company, Chicago, Ill.

H. S. Culver, Swift & Company, Chicago, Ill.

Arthur W. Cushman, Allied Packers, Inc., Chicago, Ill.

John C. Cutting, Institute of American Meat Packers, New York, N. Y.

R. H. Daigneau, Geo. A. Hormel & Company, Austin, Minn.

S. J. Davies, Wheeling Corrugating Company, Wheeling, W. Va.

Frank N. Davis, The National Provisioner, Chicago, Ill.

W. C. Davis, U. S. Department of Agriculture, Washington, D. C.

Will C. Davis, Swift and Company, Chicago, Ill.

H. G. Davy, P. G. Gray Company, Boston, Mass.

Jay E. Decker, Jacob E. Decker & Sons, Mason City, Ia., and Mrs. Decker.

Louis Dennig, St. Louis Independent Packing Co., St. Louis, Mo.

J. W. Devorss, Swift and Company, Newark, N. J.

Bayard C. Dickinson, Louis Burk, Inc., Philadelphia, Pa.

Wm. Diesing, Cudahy Packing Co., Omaha, Neb.

S. B. Dietrich, East Side Packing Co., E. St. Louis, Ill.

Jesse M. Dietz, American Stores, Philadelphia, Pa., and Mrs. Dietz and daughter.

J. M. Dietz, Wilson and Company, Chicago, Ill.

Allard Doepken, Allied Packers, Inc., Wheeling, W. Va.

Fred W. Dold, Jacob Dold Packing Company, Wichita, Kans.

J. Paul Dold, Jacob Dold Packing Co., Buffalo, N. Y.

Ralph S. Dold, Dold Packing Co., Omaha, Neb.

Donald T. Dold, Jacob Dold Packing Co., Buffalo, N. Y.

Edward F. Dold, president Detroit Packing Co., Detroit, Mich., and Mrs. Dold.

J. C. Dold, Jacob Dold Packing Co., Buffalo, N. Y.

Richard Dold, Jacob Dold Packing Co., Wichita, Kans.

C. E. Dorman, Dorman & Waechter, Pittsburgh, Pa.

Norman Draper, Institute of American Meat Packers, Washington, D. C.

Wm. F. Dubois, Jos. Phillips Company, Washington, D. C.

Pendleton Dudley, Institute of American Meat Packers, New York, N. Y.

Fred G. Duffield, Jacob E. Decker & Sons, Mason City, Ia., and Mrs. Duffield.

John J. Dupps, Sr., Cincinnati Butchers Supply Co., Cincinnati, O., and Mrs. Dupps.

John J. Dupps, Jr., Cincinnati Butchers Supply Co., Cincinnati, O.

Arthur Dyer, New York, N. Y., and Mrs. Dyer.

R. F. Eagle, Wilson and Company, Chicago, Ill.

W. P. Eaton, W. P. Eaton Packing Co., Hamilton, O., and Mrs. Eaton.

A. L. Eberhart, Dold Packing Co., Omaha, Neb.

Frank F. Eckert, Eckert Packing Co., Henderson, Ky.

Warren S. Egan, Illinois Meat Company, Chicago, Ill.

Harvey G. Ellerd, Armour and Company, Chicago, Ill.

W. A. Elliott, vice president Ehrmann & Co., Terre Haute, Ind.

Francis B. Ellis, Penn Beef Co., Philadelphia, Pa.

S. M. Ellis, Penn Beef Co., Philadelphia, Pa.

O. E. Espey, Rochester Packing Co., Rochester, N. Y., and Mrs. Espey.

F. E. Fawkes, Allied Packers, Inc., Chicago, Ill.

John J. Felin, J. J. Felin & Co., Philadelphia, Pa., and Mrs. Felin.

William E. Felin, John J. Felin & Co., Philadelphia, Pa.

Otto Finkbeiner, Little Rock Packing Co., Little Rock, Ark.

Herman Finstine, Worcester Salt Co., Philadelphia, Pa.

Frank M. Firor, George Kern, Inc., New York, N. Y., and Mrs. Firor.

H. Oscar Fisher, William Zoller Co., North Side, Pittsburgh, Pa., and Mrs. Fisher.

Hermon A. Fleming, Hermon A. Fleming Co., Boston, Mass.

Austin T. Flett, United States Cold Storage Co., Chicago, Ill.

M. J. Flynn, Oscar Mayer & Co., Chicago, Ill.

P. V. Ford, John J. Felin & Co., Philadelphia, Pa., and Mrs. Ford.

Arthur Forster, Fuhrman & Forster Co., Chicago, Ill.

Carl Fowler, Cudahy Packing Company, Chicago, Ill.

Max C. Frankel, Sullivan Packing Co., Detroit, Mich.

G. L. Franklin, Dunlevy-Franklin Co., Pittsburgh, Pa., and Mrs. Franklin.

S. C. Frazee, Wilson and Company, Chicago, Ill.

August H. Freund, Western Sausage & Provision Co., New York, N. Y.

John Fuhrman, Fuhrman & Forster Co., Chicago, Ill.

F. T. Fuller, Iowa Packing Co., Des Moines, Ia., and Mrs. Fuller.

John A. Gebelein, Baltimore, Md.

Louis N. Geldert, assistant to president, Interstate Cotton Seed Crushers' Association, Washington, D. C., and Mrs. Geldert.

Fred H. Gettemuller, John A. Gebelein, Baltimore, Md.

B. O. Gibbs, John Morrell & Co., New York, N. Y.

R. H. Gifford, Swift and Company, Chicago, Ill.

S. Goldstein, Armour & Co., Philadelphia, Pa.

John B. Gordon, Washington, D. C., and Mrs. Gordon.

J. P. Grant, New York, N. Y.



Michael Greenwald, Greenwald Packing Corporation, Baltimore, Md.

S. R. Greenwald, Greenwald Packing Corporation, Baltimore, Md.

Leslie E. Griffin, P. G. Gray Co., Boston, Mass.

W. B. Griggs of John Peters, Williamsport, Pa.

M. Gross, Harrisburg Abattoir, Harrisburg, Pa.

A. E. Grossmith, Paterson Parchment Paper Co., Chicago, Ill.

Jos. X. Gubbins, Paterson Parchment Paper Co., Chicago, Ill.

L. H. Guthery, Marion Packing Co., Marion, O.

Harry P. Hale, H. P. Hale Co., Boston, Mass.

F. M. Hall, Swift and Company, Philadelphia, Pa.

John W. Hall, Chicago, Ill., and Miss Emily C. Hall.

Joseph Hamilton, Hamilton Food Products Co., Philadelphia, Pa.

Wm. Hamman, Little Rock Packing Co., Little Rock, Ark.

Geo. A. Handley, Cudahy Packing Company, New York, N. Y.

Thomas E. Hanley, Chicago, Ill., and Mrs. Hanley.

Chas. H. Hanson, Thomson & Taylor Co., Chicago, Ill.

M. G. Marbula, Atmospheric Conditioning Corporation, New York, N. Y.

Wesley Hardenbergh, Institute of American Meat Packers, Chicago, Ill.

Myrick D. Harding, Armour & Company, Chicago, Ill.

H. L. Harris, Pacific Coast Borax Co., New York, N. Y.

Jas. L. Harris, Chicago & Alton Railroad, Chicago, Ill., and Mrs. Harris.

J. P. Harris, Institute of American Meat Packers, Chicago, Ill.

Charles Hauck, Ideal Packing Co., Cincinnati, Ohio, and Mrs. Hauck.

Adam G. Hausmann, Geo. Hausmann & Sons, Inc., Philadelphia, Pa., and Mrs. Hausmann.

J. A. Hawkinson, president, Allied Packers, Inc., Chicago, Ill.

A. E. Hayes, Hatley Bros. Co., Chicago, Ill., and Mrs. Hayes.

John J. Hayes, Armour & Company, Chicago, Ill.

J. P. Healy, Swift and Company, Chicago, Ill.

F. J. Heffernan, Mechanical Manufacturing Co., Chicago, Ill.

C. B. Heinemann, vice-president, Institute of American Meat Packers, Chicago, Ill.

Chas. E. Herrick, vice-president, Brennan Packing Co., Chicago, Ill.

Milton J. Herzog of Louis Pincus, Philadelphia, Pa.

George A. Hess, Oswald & Hess, Pittsburgh, Pa.

H. G. Hightower, E. Kahn's Sons Co., Cincinnati, Ohio.

T. Davis Hill, Corkran, Hill & Co., Baltimore, Md., and Mrs. Hill.

Jas. R. Hills, Swift and Company, Chicago, Ill.

Ray P. Robson, Heekin Can Co., Cincinnati, Ohio.

J. S. Hoffman, J. S. Hoffman Co., Chicago, Ill.

A. C. Hofmann, Jr., A. C. Hofmann & Sons, Syracuse, N. Y.

George C. Hofmann, manager, North Side Packing Co., Pittsburgh, Pa., and Mrs. Hofmann.

J. G. Hofmann, president, North Side Packing Co., Pittsburgh, Pa., and Mrs. Hofmann.

Scott Holman, Libby, McNeill & Libby, Chicago, Ill.

C. S. Hopkins, Swift and Company, Pittsburgh, Pa.

Ben F. Hormel, George A. Hormel & Co., Austin, Minn.

Jay C. Hormel, George A. Hormel & Co., Austin, Minn.

Willard E. Hotchkiss, Institute of American Meat Packers, Chicago, Ill.

R. W. Howes, Swift and Company, Chicago, Ill.

J. W. Hubbard, Mechanical Manufacturing Co., Chicago, Ill.

J. Geo. Hugel, John Chatillon & Sons, New York, N. Y.

H. J. Humphrey, Wheeling Corrugating Co., Wheeling, W. Va.

Frank A. Hunter, president, East Side Packing Co., East St. Louis, Ill.

Joe Ilg, Grand Trunk Railway System, Chicago, Ill.

J. C. Jacobs, Armour & Company, Chicago, Ill.

Parker A. Jacobson, Interstate Packing Co., Winona, Minn., and Mrs. Jacobson.

W. G. Jamison, Department of Commerce, Washington, D. C.

W. A. Johns, Swift and Company, Jersey City, N. J.

E. N. Johnson, Southwark Foundry & Machine Co., Philadelphia, Pa.

W. Parker Jones, Swift and Company, Washington, D. C.

Leo S. Joseph, Armour & Company, New York, N. Y.

Albert H. Kahn, E. Kahn's Sons Co., Cincinnati, O.

Geo. W. Kalbitzer, C. Kalbitzer Packing Co., Wheeling, W. Va.

Michael A. Keane, T. T. Keane Co., Washington, D. C.

Richard T. Keefe, Henneberry & Co., Arkansas City, Kan., Mrs. Keefe and little Kathleen.

C. H. Keehn, Kingan & Co., Indianapolis, Ind.

John J. Kelley, Cudahy Packing Company, Boston, Mass.

H. C. Kennard, Swift and Company, Atlantic City, N. J.

F. G. Ketner, Producers' Association, Columbus, O.

T. P. Kidd, Swift and Company, New York, N. Y.

F. J. King, Swift and Company, Chicago, Ill.

(Continued on page 197.)

# HOTEL TRAYMORE

## ATLANTIC CITY

**WORLD'S  
GREATEST  
HOTEL  
SUCCESS**



**PRE-EMINENT**  
Among the world's resort hotels, The Traymore combines every comfort and convenience of notable metropolitan hostilities with the atmosphere of the seashore. Rising majestically from the strand, it is the outstanding hotel of America's greatest resort. Its features appeal to guests who appreciate a background of rare good taste and unobtrusive service.

Famous cuisine, orchestral concerts, dancing, Open Air Sea Decks, American and European Plans. Fireproof. Golf privileges.

Joseph W. Mott,  
Gen. Mgr.

CONVENTION HEADQUARTERS I. A. M. P., 1919, 1920, 1923.

## West and East Packers State Rate Stand

As the Chicago hearing on the freight rates of packing house products from West to East proceeds the positions of the various packers become more and more divergent, while that of the live stock interests and the carriers comes more nearly in accord. It is the opinion of several live stock men that the positions of the three large groups of western packers, Chicago, interior Iowa and Missouri River, will continue to be complicated by their divergent interests until the only solution will be one like the Cooley award.

It is also pointed out that the Armour complaint stands somewhat on a middle ground between the eastern packers and the western packers, and that on the statement of Armour's position some suggestion of an adjustment on such a basis as the Cooley award may be welcomed.

### Says New Rates Would Hurt East.

At the opening of the hearing September 14 the regular order was set aside for E. L. German, representing the Southeastern Live Stock Exchange. He said its position was that alterations of the fresh meat rates to reflect the rates on live stock would place the eastern packers at a serious disadvantage and curtail the demand in the southeastern markets. Although the rates from his territory favored the Chicago packer, he said, the southeastern markets had always sent about 75 per cent of their stock to the eastern packers and about 10 per cent to the western packers.

They were opposed, he said, to between live stock and meat which favored meat, perhaps by some specific percentage. He said the southeastern interests had not been financially able to undertake the research work and make an investigation that would disclose just what that percentage should be. Their position is in support of that of the American Farm Bureau Federation that even competition must be maintained between all markets.

The case of Swift and Company followed. R. D. Rynder, of counsel, said that company would adopt the position of the other packers with regard to the situation east

of the Mississippi and would concentrate its evidence on the adjustment between the Missouri River points and the interior Iowa packing points, to show discrimination in favor of the interior Iowa points.

W. W. Mayfield appeared as the first witness and recited a history of the rate situation between these two groups to show how the rates from the Missouri River points had been increased out of proportion to those from interior Iowa points. He made an analysis of the rates to show that, in some instances, the interior Iowa points enjoyed rates on meat to the Mississippi River crossings that were even below those on live stock, while the Missouri River points were required to move their meat to the Mississippi under a blanket rate higher out of proportion than the interior town rates.

### Swift and Iowa Packers.

Continuing testimony September 15, witnesses for Swift and Company placed before the Commission the details of the commercial competition met with in marketing packing house products. The testimony was attacked at length in cross-examination by representatives of the Iowa packers, who are seeking to show that the

(Continued on page 186.)

## TRADE GLEANINGS.

The New Orleans plant of the Armour Fertilizer Works was recently damaged by fire.

The Ranier Brewing Co., Seattle, Wash., will shortly be turned into a packing corporation.

The Garlock Packing Co., Palmyra, N. Y., will build a modern warehouse at a cost of \$250,000.

The Maisel Meat Co. has been incorporated at Stockton, Cal., with a capital stock of \$100,000.

The packing plant of H. C. Longcoy, Kent, Ohio, is to be enlarged and much new equipment added.

The Detroit Rendering Co., 2500 Isabelle street, Detroit, Mich., has been incorporated with a capital stock of \$150,000.

The Associated Packing Co., Seattle, Wash., has been incorporated with a capital stock of \$125,000 by Minnie E. Bodas and I. W. Ringer.

The O'Neal Packing Co., Gulfport, Miss., has been incorporated with a capital stock of \$10,000 by S. E. O'Neal, W. F. Hardtner and C. Mitchell.

The plant of the William H. Zoller Packing Co., Spring Garden avenue, Pittsburgh, Pa., was damaged by fire recently to the extent of \$30,000.

The Chimeneas Cattle Co., San Antonio, Tex., has been incorporated with a capital stock of \$50,000 by W. M. Singleton, F. W. Church and others.

Anderson Fertilizer Co., Anderson, S. C., has been incorporated with a capital stock of \$150,000 by J. H. Anderson, president, W. C. Gilmer, secretary.

Union Beef and Provision Co., Fall River, Mass., has been incorporated with a capital stock of \$10,000 by Jos. L. Marcille, F. P. Reilly, John E. Delaney and Edward F. Murphy.

Meat packing concern, known as Oregon Meat Packers, La Grande, Ore., has been incorporated with a capital stock of \$300,000, by J. A. Russell, Geo. W. Schwarz and Geo. W. Singer.

The Indian River Fertilizer Co. has been organized at Vero, Fla., with a capital of \$150,000. Howard F. Smith, president, A. L. Herbert, vice-president, and C. E. Heald, secretary and treasurer.

Plans are being formulated for the \$250,000 packing plant of the J. A. Baker Packing Co., Asheville, N. C. Officers are J. A. Baker, president; T. P. Gerety, vice-president, and Dr. H. C. Bruner, secretary.

The Lindsay Pork Products Co., Inc., 108 North 22nd street, Birmingham, Ala., have increased their capital stock from \$5,000 to \$25,000. This company was formerly the Legg Sausage & Provision Co.

The Bingham Canyon Meat Co., Salt Lake City, Utah, has been incorporated with a capital stock of \$25,000 by E. W. Nepple, president, Thomas H. Evans, vice-president, and E. W. Johnson, secretary.

## EVAPORATORS for Animal Products



Most of the evaporators installed in packing houses, glue works, rendering plants and soap factories are Swenson's. Repeat orders are evidence of the fine results obtained from Swenson units for concentrating all kinds of animal product liquors.

We build various types for any capacity. Send for Bulletin E-122.

**SWENSON EVAPORATOR CO.**  
(Subsidiary of Whiting Corporation)  
HARVEY, ILL. (Chicago Suburb)

# SWENSON



## THE NATIONAL PROVISIONER Chicago and New York

Official Organ Institute of American  
Meat Packers and the American  
Meat Packers' Trade and  
Supply Association

Published Weekly by

### The Food Trade Publishing Co.

(Incorporated Under the Laws of the State of  
New York)

at the Old Colony Building, Chicago.  
Eastern Office, 15 Park Row, New York.

OTTO V. SCHRENK, President.

PAUL I. ALDRICH, Vice-President.

HUBERT CILLIS, Secretary and Treasurer.

PAUL I. ALDRICH, Editor and Manager.

R. A. CLEMEN, Associate Editor.

#### GENERAL OFFICES.

Old Colony Building, Chicago.  
Telephones Wabash 0742 and 0743.  
Cable Address "Sampman," Chicago.

#### EASTERN OFFICES.

15 Park Row, New York.  
Telephone Barclay 6770.

Correspondence on all subjects of practical  
interest to our readers is cordially invited.

Money due THE NATIONAL PROVISIONER  
should be paid to the New York office.

Subscribers should notify us by letter be-  
fore their subscriptions expire as to whether  
they wish to continue for another year, as we  
cannot recognize any notice to discontinue  
except by letter.

#### TERMS OF SUBSCRIPTION INVARIABLY IN ADVANCE, POSTAGE PREPAID.

United States .....	\$3.00
Canada .....	4.00
All Foreign Countries in the Postal Union, per year .....	5.00
Single or Extra Copies, each .....	.10

#### NOTICE TO FOREIGN SUBSCRIBERS.

Subscribers to THE NATIONAL PROVISIONER  
in foreign countries should remember that remit-  
tances for subscriptions must take account of the  
difference in exchange, and must in every case rep-  
resent \$5.00 in United States money. Compliance with  
this requirement will save unnecessary correspond-  
ence.

#### INSTITUTE OF AMERICAN MEAT PACKERS.

President—Chas. E. Herrick, Brennan Packing  
Company, Chicago, Illinois.

Vice Presidents—C. B. Heinemann, Institute of  
American Meat Packers, Chicago; W. W. Woods, In-  
stitute of American Meat Packers, Chicago; E. C.  
Merritt, Indianapolis Abattoir Co., Indianapolis, Ind.;  
J. C. Dold, Jacob Dold Packing Company, Buffalo,  
N. Y.; J. J. Felin, John J. Felin & Company, Inc.,  
Philadelphia, Pa.

Treasurer—John T. Agar, William Davies Co., Inc.,  
Chicago.

Chairman of Institute Plan Commission—Thos. E.  
Wilson, Wilson & Company, Chicago.

Central Administrative Committee—Chas. E. Her-  
rick, Brennan Packing Company, Chicago; Thos. E.  
Wilson, Wilson & Company, Chicago; G. F. Swift,  
Jr., Swift & Company, Chicago; T. Davis Hill,  
Corkran-Hill & Co., Baltimore, Md.

Directors—For three years: J. E. Decker, Jacob E.  
Decker & Sons, Mason City, Ia.; F. S. Snyder,  
Batchelder & Snyder, Boston, Mass.; R. T. Keefe,  
Henneberry & Company, Arkansas City, Kan.; Fred  
Guggenheim, Guggenheim Bros., Chicago, Ill.; Myron  
McMillan, J. T. McMillan Company, Inc., St. Paul,  
Minn. For two years: J. Ogden Armour, Armour  
& Company, Chicago; J. A. Hawkinson, Allied Pack-  
ers, Inc., Chicago; Thos. E. Wilson, Wilson &  
Company, Chicago; T. Davis Hill, Corkran-Hill &  
Co., Baltimore, Md.; T. P. Breslin, Standard Pack-  
ing Company, Inc., Los Angeles, Cal. For one year:  
Edward A. Cudaby, Jr., Cudaby Packing Company,  
Chicago; G. F. Swift, Jr., Swift & Company, Chicago;  
Oscar G. Mayer, Oscar Mayer & Co., Chicago; W. H.  
White, Jr., White Provision Company, Atlanta, Ga.;  
J. A. Wiederstein, John Hoffman's Sons Company,  
Cincinnati, O.

#### AMERICAN MEAT PACKERS' TRADE AND SUPPLY ASSOCIATION.

Vice-President—H. L. Harris, Pacific Coast Borax  
Co., New York City.

Board of Governors—H. L. Harris, Pacific Coast  
Borax Co., New York; J. J. Dupps, Cincinnati  
Butchers' Supply Co.; G. H. Hanson, Thomson-  
Taylor Co., Chicago; W. F. Brunner, Paterson  
Parchment Paper Co., Passaic, N. J.; W. J. Mullaly,  
American Can Co., Chicago; Samuel Stretch, Van  
Loan & Co., New York; Chas. V. Brecht, The  
Brecht Co., St. Louis, Mo.; W. E. Robson, Heekin  
Can Co., Cincinnati, O.; H. C. Gardner, Gardner  
& Lindberg, Chicago; Walter J. Richter, W. J.  
Richter & Co., Chicago.

### Packing Industry and Progress

The last year has been one of great  
activity and progress in the packing in-  
dustry—perhaps the greatest in the his-  
tory of the industry, according to Presi-  
dent Charles E. Herrick of the Institute  
of American Meat Packers. In his annual  
address at the recent convention Mr. Her-  
rick outlined the ways in which the in-  
dustry has progressed.

The first striking fact is that the indus-  
try is heading away from the post-war  
depression and is taking advantage of the  
improved industrial situation. As evi-  
dence of this is the fact that during the  
past year the packing industry has pro-  
duced and marketed nearly 20 per cent  
more product than during the same period  
of 1922. That is progress.

With this improved situation there has  
gone a greatly increased demand for meat  
on the part of the consuming public. This  
is shown especially in pork, where an in-  
crease of 25 per cent has taken place.  
Prices have fallen even with this increased  
consumption until they have gone down  
about as much as those of the producers'  
product, namely, livestock.

Along with the returning prosperity of  
the packing industry there has gone the  
increased activity of the Institute. The  
Institute has embarked upon a new devel-  
opment under the Institute Plan adopted at  
last year's convention. This plan is being  
developed in a practical way. Evening  
courses are being offered at the Univer-  
sity of Chicago for men in the industry.  
Correspondence courses will be started  
and a regular four-year course in meat  
packing worked out.

Already directors of Industrial and Prac-  
tical Research are at work and results are  
beginning to be shown. Important prob-  
lems are being attacked and ought to re-  
sult in solutions to save and make many  
dollars for the packer.

On the side of selling the packer's prod-  
ucts there has been a lot of constructive  
work accomplished. Several campaigns  
have shown what can be done in pushing  
better merchandising plans and methods.  
And this is aided in no small measure by  
the campaigns to promote the more wide-  
spread knowledge of the value and health-  
fulness of meat.

### Where Packers Come In

That the farmer may find it well to  
raise and cure his pork for his own con-  
sumption, but that he had better sell his  
hogs on the hoof rather than try to sell  
his hams himself is the experience of ob-  
servers all over the country. He cannot  
profitably absorb the functions of the  
packer.

Recently a very interesting story came  
along from Georgia which illustrates the  
point. It runs as follows:

"A Franklin County farmer brought a  
country ham to town last Saturday and  
could not sell it. We take it for granted  
that the ham was in good condition. It  
was a large country ham that weighed 32  
pounds. The reason assigned by some  
was that it was too large.

"The farmer tried the grocers, the mer-  
chants, the hotels and then private home  
owners. When last seen by The News-  
man the farmer said he could not sell it  
and would have to carry it back home.  
Another farmer—this time a Madison  
County farmer—said he had more hams  
than he wanted and would like to ex-  
change his hams for side meat, but all  
whom he had tried did not want to ex-  
change."

Now this situation is not so extraordi-  
nary. To produce a few hams for selling  
here and there gets the producer nowhere.  
His overhead is out of all proportion to  
his selling price. The thing for him to  
do is to raise his livestock and sell it at  
a fair price as such, leaving it to the pack-  
er to do the curing and sell the product.  
In short, the packer needs the livestock  
and the producer needs the money.

### Following the Bell-Wether

Sudden changes from raising livestock  
to wheat by a whole nation of livestock  
producers in order to right a situation of  
very low prices for livestock is a policy  
that is hardly likely to result in success.  
This is what has happened in Argentina  
where, as was pointed out by the staff cor-  
respondent of THE NATIONAL PRO-  
VISIONER, the cattlemen are following  
the bell-wether like sheep.

In their recent policy they have ignored  
two important facts. One is that while  
prices have remained at a low level for  
a long time there has been an increase in  
exports of beef, mutton and pork and also  
a notable upturn in the production and  
sale of canned meats to Europe.

The second fact that has been over-  
looked is that the cattlemen are doing no  
good by trying to get their industry onto  
its feet by the passing of more laws. In  
this matter they are merely following the  
wrong ideas of the past.

There is one exception, namely, a law  
which puts the sale of livestock in Argen-  
tina on the same basis as in the United  
States. This law provides for the sale of  
all livestock on the basis of live weight.  
This is a beneficial law for both buyers  
and sellers and is the only kind of a law  
that does good. It eliminates the uncer-  
tainty that has prevailed in all transac-  
tions up to the present. And it does not  
go to the extent of having the government  
enter into private business for which it  
has no chance of success.

# PRACTICAL POINTS FOR THE TRADE

(Contents of THE NATIONAL PROVISIONER are copyrighted and matter on these pages may not be reprinted except by permission.)

## Trouble With Sour Hams

The summer season has brought several complaints to THE NATIONAL PROVISIONER from curers who have been having trouble with sour meats. This trouble has developed mostly next to the aitch bone of the ham, although some have reported body sours also.

It is a common saying among packers that "sour hams are a thing of the past." This may be true in some plants, where equipment, methods and supervision are strictly up to the best practice.

But it is safe to say that the majority of curers today have more or less trouble with sour meats.

For this reason THE NATIONAL PROVISIONER intends to reopen the argument which was carried on in its pages last winter on chilling and curing methods. Some very interesting discussion is likely to result, and it is hoped that packers and superintendents will take part in it, and give their views and experiences.

Remember the saying, which has a lot of truth in it, "You get what you give!"

### Trouble in One Plant.

Following is the first inquiry from a Western packinghouse man who is having trouble with sour meats:

Editor The National Provisioner:

At the present time we are having trouble with the curing of hams, in the aitch bone; also have a few body sours, very light.

I am positive that we do not have the proper chilling at our plant for hogs or pickle.

When the hogs are dressed they are immediately put into the coolers, the temperatures of the coolers then being about 34 to 36°. The temperature then rises to about 50 to 55°. It then takes from 20 to 24 hours before the temperature gets down to 40°, and about 40 to 48 hours before it has reached a temperature of 34 to 36°. Our hogs are then cut, and we call this a 48-hour chill.

I have tested our hams after hanging 24 hours, and have found the temperature in the ham about 46 to 47°.

After the hogs are cut we re-chill the hams about 24 hours, and then pump them two strokes in the shank, one in body, and one under aitch bone, with 100 degree strength pickle; curing pickle at 72 to 78 degrees strength, according to size.

Our pickle temperature runs from 40 to 47°, and curing cellars are from 37 to 39°. We overhaul all hams in 5, 10, 20, 30 and 45 days.

Any information you might give us will be greatly appreciated.

### Trouble Is Improper Chilling.

A curing expert who has made a study of sour hams, replies as follows to the questions of the Western packer:

Editor The National Provisioner:

I note from the copy of letter attached that they are having trouble with the curing of hams, and they also admit they do not have the proper chilling at their plant for hogs or pickle.

The inquirer has answered his own question, and has furnished a very good reason for the trouble when he gives the above information.

### Chilling and Curing Points.

**Chilling the Hogs.**—Hogs should be chilled within 36 hours after slaughtering. Check the cooler temperatures, also temperatures of hogs, frequently and keep a record of the temperatures.

## Smoking Bacon and Hams

Many inquiries have been received by THE NATIONAL PROVISIONER on the subject of smoking methods for cured meats. In the issue of August 18 full directions for soaking and smoking S. P. meats were published, together with a summer smoking schedule for all products, giving hours in smoke and approximate shrinkage. A table of practice in wrapping meats also was given.

If you did not see this article —if not, why not?—write to THE NATIONAL PROVISIONER, Old Colony Bldg, Chicago, and get a copy of it.

Any part of the hog that is frozen when cut will not absorb the pickle properly. Guard against freezing the hog.

**Cooler and Ham Temperatures.**—Temperature of cooler should be about 28° when hogs are put in warm to be chilled. Hogs are to be chilled as quickly as possible, and temperature brought down to 35° in center of hams as quickly as possible without freezing any part of the hog.

**From Chill Room to Curing Cellar.**—It is very important that hogs be properly handled from the hog chill rooms to curing cellar, and it is important that product for curing be put in cure as soon as possible after chilling, and not allowed to lay around in warm temperatures.

**Use of Meat Hooks.**—Be careful in using meat hooks in handling the meat. Do not insert the hook in the lean meat, as the mutilated parts leave pockets in which the soaking water will accumulate and sour during the smoking process.

Hooks should be placed just under the skin. For instance: hams and shoulders, under the collar; bellies, under the skin at shoulder end.

DO NOT HANDLE HIGH-GRADE PRODUCTS WITH HOOKS UNDER ANY CIRCUMSTANCES.

### Pickle and Cellar Temperatures.

**Pumping the Hams.**—It is noted that the inquirer pumps the hams with two strokes in the shank, one in body and one under aitch bone.

In addition to this pumping he should give the hams one stroke in the blood vein, in the flank and parallel to the body bone. The pumping should be so regulated that from 5¼% to 5½% of the pickle remains in the product after draining for one-half hour.

**Pickle Temperatures.**—It is noted the inquirer states that his pickle runs from 40° to 47°.

The temperature of pickle when placed on the meat for curing should be 35° F. THIS IS A VERY IMPORTANT FACTOR.

**Cellar Temperatures.**—Temperature of curing cellars should be 36° to 38°.

**Overhauling.**—The inquirer's overhauling at 5, 10, 20, 30 and 45 days of age is all right. It is advisable, however, to make a very close inspection of the hams and shoulders in cure at 30 days. This is

## Profits from Casings

result from the efficient and economic operation in production and sales.

### My Sales and Service

combination fulfill these needs. Write for details.

### ROY L. NEELY

Broker of Casings Exclusively  
602 Webster Bldg. Chicago, Ill.  
Cable address "ROLESNELY"

## GETTING FLOUR VALUE

Would you pay \$2.00 for a dollar bill?

That is what many sausage makers are doing when it comes to flour.

Do like many others,—find out more about the binder question by getting our prices and samples of quality flours.

### J. R. SHORT MILLING CO.

(Formerly Andrews Milling Co.)  
327 So. La Salle St., Chicago Mill—38th and Wall St.





the time when trouble is likely to develop, especially if the pickle is not right.

### Views of Another Expert.

Another superintendent to whom this inquiry was submitted says:

Editor The National Provisioner:

I should judge that in re-chilling his hams, after the hogs are cut, he may be getting them too cold at the bone.

The temperature of his curing pickle and pumping pickle seems all right. The temperature of hams at the bone should be around 40°, and the pumping pickle should be the same.

Usually sour aitch bones are noticed in overcured hams mostly, caused by the pickle being a little "off." Where this condition is found, where the aitch bones are a little "off" in the cellar, I have always smoked them at a very high temperature, say around 140° for the first three or four hours.

You might ask this inquirer to smoke some hams just at the curing age, and then smoke some which are 30 to 40 days overcured, and he will be convinced that the sour aitch bones are always found in the overcured hams.

Care should be taken in changing the pickle when it is seen to be getting the least bit off.

### Different Theories of Curing.

It will be noted that this superintendent says sour aitch bones are found often in overcured hams. That is, the hams are left too long in cure and the pickle gets a little "off," causing decomposition. This calls for strict attention to the condition of the pickle while hams are in cure.

But this superintendent disagrees radically with the first expert quoted as to curing methods. It will be noted that one puts most stress on chilling temperatures, while the other emphasizes curing temperatures.

One considers chilling very important. The other pays little attention to chilling, but aims to prevent souring by adjusting his pickle temperatures to the temperature of the meats. Curing cellar temperatures must be strictly adhered to, however.

This latter superintendent is a radical dissenter from the prevalent theories of chilling and curing, but he has not had a sour ham in his plant in 6 years or more.

His method will be described in detail in an early issue of THE NATIONAL PROVISIONER.—EDITOR.

## The Observer

This corner of the "Practical Points for the Trade" page belongs to THE MAN WHO SEES THINGS.

Here each week or so he will tell about something he has seen that is worth while describing for the benefit of others.

Or it may be something he has done himself that he thinks somebody else would like to know about.

Perhaps it is a "Don't," something he thinks has been done wrong and should be avoided by others.

Watch this corner!

## Curing Cellar Troubles

In previous issues "The Observer" has told about losses and poor product due to mistakes and carelessness in the following departments:

The sausage room.

The ham boiling room.

The smoke house.

The casings department.

The killing floor (handling of offal).

Here he gives a few points on the troubles of the curing cellar foreman. He says:

Editor THE NATIONAL PROVISIONER:

Pumping Pickle Didn't Penetrate.—The

cellar foreman had experienced considerable difficulty in curing hams. The percentage of sours ran about 12 per cent per vat, and this condition had existed for about two months, during the height of the boiled ham season.

The boiled ham department rejected hams daily and returned them to the cellar. The cellar foreman claimed that he finally discovered that holes in the needle of the pump had corroded and filled up, and the hams were receiving very little, if any, pumping pickle during the pumping process.

To eliminate this trouble he was advised to weigh the green ham before pumping, and again immediately after pumping, so as to be sure to get the right percentage of pickle in the hams during the pumping process.

**Bad Overhauling.**—Also it was discovered that the overhauling of the hams had been neglected to some extent.

**Lower Grade Meats Due to Poor Handling.**—They also had a large stock of No. 2 sweet pickled products, consisting of hams, bellies and picnics, the No. 2 grade being occasioned by bruises, skincuts and miscuts, all of which meant a further loss to the firm.

From my observations in the various departments one could readily see what was required to improve their products.

First of all, employ practical men to supervise each department.

Secondly, build up efficiency in the labor organization, which would quickly dam up this great stream of waste.

## Pork Sausage Season

The season for hot weather sausage products is about over. Cold weather is on the way, and with it demand for the varieties of pork sausage which are most popular in winter time.

What information would you like to have—on fancy breakfast sausage, liver sausage, head cheese, souse, scrapple, etc.?

Send in your questions!

## Getting Rid of Rats

One of the pests of the old-time packinghouse—and of many modern plants—is rats. They will get in, regardless of efforts to keep them out.

A packinghouse superintendent asks for suggestions on getting rid of rats.

**A prize of \$25 will be paid by THE NATIONAL PROVISIONER to the packinghouse employe who offers the best remedy for getting rid of rats in the meat plant.** It must meet the approval of the government inspectors, of course.

Send in your remedies!

**Accurate**




On Ham Boilers  
Sausage Kettles  
Hog Scalders

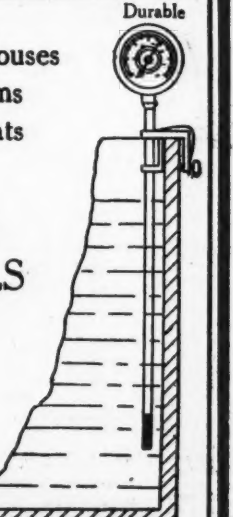
Use Flexible Stem  
**CALO DIALS**

For Mounting  
on the Wall  
Near Tank  
Sides.

**Use Calo Dials**  
(Trade Mark Reg. U. S. Pat. Off.)  
**To Tell Temperatures**



**Durable**



On Smoke Houses  
Cold Rooms  
Pickle Vats

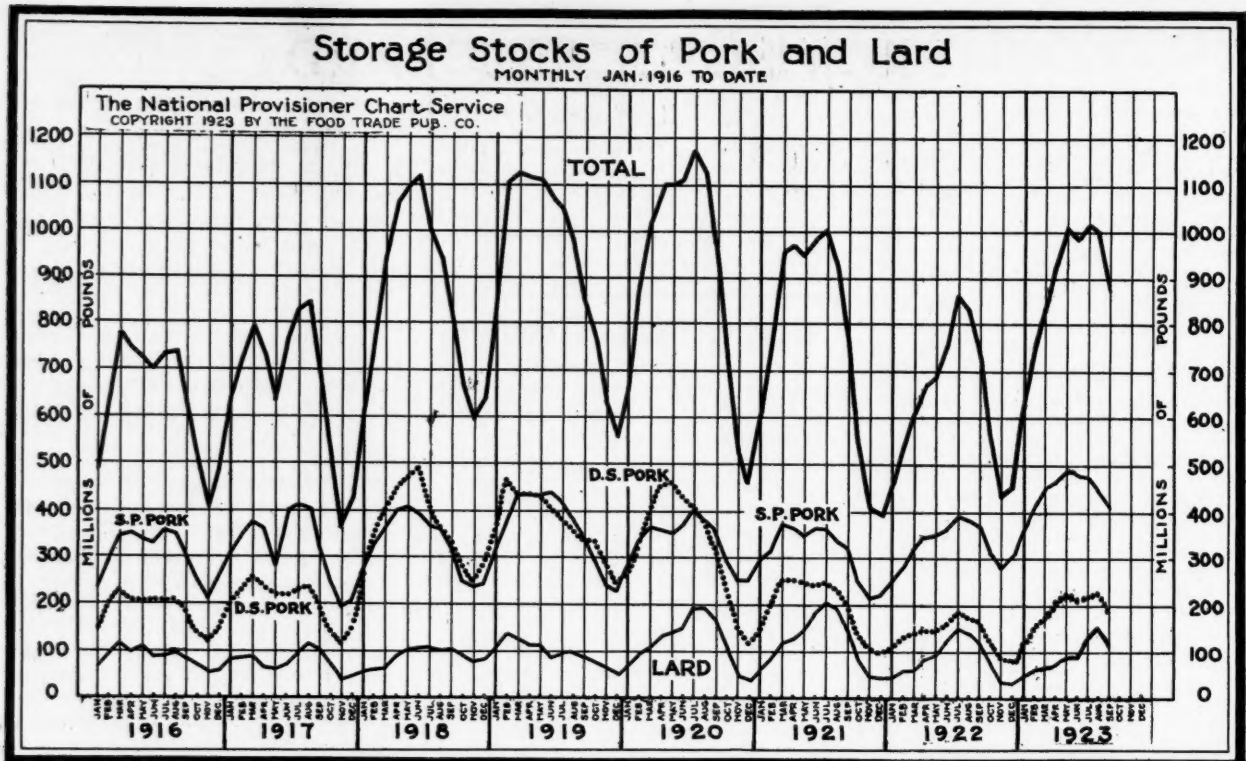
Use Rigid Stem  
**CALO DIALS**

For Clamping  
To Tank Sides

Send For  
Catalogue and  
Bulletin M.

**CALODIAL, Inc.**

**New Rochelle, N. Y.**



This chart in THE NATIONAL PROVISIONER MARKET CHART SERVICE, shows that total cold storage stocks have declined seasonably.

#### COLD STORAGE STOCKS COMPARED.

The actual figures of cold storage stocks of pork and lard in the United States at the beginning of each month, 1916-1922, 000's omitted, on which THE NATIONAL PROVISIONER'S chart is based, are as follows:

1923.					
(At the first of each month.)					
	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	120,106	412,807	155,022	56,256	745,191
February	132,003	459,576	177,376	57,177	827,132
March	188,370	467,470	206,594	68,578	931,032
April	212,164	494,941	226,736	84,495	1,018,336
May	210,503	482,088	213,908	84,671	991,167
June	217,024	472,805	217,230	123,673	1,040,726
July	194,441	449,441	221,396	141,279	1,006,557
August	145,683	411,761	191,482	115,824	867,730

1922.					
(At the first of each month.)					
	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	49,520	252,062	108,880	46,714	457,176
February	71,711	282,070	128,067	60,555	542,403
March	85,136	320,796	139,358	61,258	606,548
April	98,233	346,815	144,772	85,445	675,265
May	103,968	347,552	142,018	95,882	689,418
June	114,149	363,229	157,488	123,670	758,516
July	128,577	392,854	186,215	154,826	862,472
August	117,821	386,785	179,904	143,521	828,067
September	84,119	368,833	166,331	118,272	727,556
October	54,122	312,164	123,238	75,156	565,156
November	31,277	276,139	85,741	39,725	432,904
December	34,347	301,388	82,551	32,455	450,741

1921.					
(At the first of each month.)					
	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	93,990	294,993	144,997	59,319	593,299
February	150,594	316,328	202,909	83,549	753,380
March	208,880	376,376	251,893	117,600	954,848
April	219,964	367,553	255,390	128,614	971,521
May	201,247	352,587	247,239	150,984	952,057
June	194,500	366,360	240,152	160,620	961,632
July	182,799	366,928	249,804	205,878	1,005,409
August	150,048	339,327	231,364	194,952	915,691
September	103,722	321,139	202,802	149,671	777,334
October	64,188	255,360	149,493	85,823	535,864
November	38,430	212,388	108,401	49,063	408,312
December	37,328	220,815	96,345	41,911	396,397

1920.					
(At the first of each month.)					
	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	55,551	279,467	262,620	62,614	660,252
February	106,076	337,238	332,848	97,649	873,411
March	132,095	399,026	402,229	111,975	1,045,325
April	145,822	361,973	457,745	132,863	1,103,633
May	144,453	333,894	462,389	141,819	1,102,525
June	156,963	371,593	430,782	152,307	1,111,645
July	169,616	403,719	408,681	193,316	1,175,332
August	161,804	389,896	381,328	191,531	1,124,559
September	129,197	361,381	316,433	170,774	977,785
October	67,592	295,490	233,389	109,238	725,699
November	67,148	254,838	190,812	47,329	520,127
December	60,097	232,270	114,400	36,683	463,360

#### 1919.

(At the first of each month.)

	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	61,539	302,763	359,254	104,274	827,830
February	104,708	392,260	471,747	138,353	1,107,068
March	128,897	435,197	435,061	125,410	1,124,565
April	142,189	431,714	430,205	112,489	1,116,597
May	139,205	434,671	425,411	112,400	1,111,686
June	144,212	440,989	402,632	83,096	1,071,929
July	155,263	422,387	381,736	92,132	1,051,518
August	131,157	384,704	366,547	100,478	982,926
September	90,510	341,724	338,270	87,947	858,451
October	61,417	297,702	332,766	78,456	769,371
November	47,271	239,719	281,930	66,036	635,956
December	44,864	226,893	242,224	49,147	563,128

#### 1918.

(At the first of each month.)

	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	41,693	269,003	252,934	54,539	618,139
February	61,659	322,004	341,422	59,310	784,395
March	104,630	389,014	402,734	65,355	942,733
April	116,548	402,378	448,114	89,854	1,056,894
May	117,786	406,138	471,899	103,373	1,099,159
June	118,901	374,847	459,035	106,194	1,116,076
July	117,976	372,347	402,549	107,871	1,000,743
August	108,220	365,941	370,203	102,411	946,775
September	71,385	315,517	333,472	104,668	825,042
October	46,593	248,827	283,572	90,398	670,390
November	36,968	231,136	247,194	76,124	591,422
December	34,750	242,976	283,002	81,976	642,704

#### 1917.

(At the first of each month.)

	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	50,564	307,478	290,998	80,977	640,017
February	66,062	345,289	228,424	86,208	726,993
March	63,232	378,847	259,050	88,460	789,718
April	64,996	382,931	234,396	65,779	727,502
May	74,728	381,236	219,819	61,640	637,423
June	77,534	403,185	213,802	72,365	766,886
July	91,562	412,810	224,813	95,197	824,382
August	96,948	408,704	247,302	112,249	845,506
September	72,286	328,943	195,678	102,172	699,079
October	39,787	252,152	148,319	69,929	509,167
November	25,347	192,884	110,632	37,995	365,978
December	23,504	204,907	150,882	44,367	423,660

#### 1916.

(At the first of each month.)

	Frozen pork, lbs. 000s	S. P. pork, lbs. 000s	D. S. pork, lbs. 000s	Lard, lbs. 000s	Total stocks, lbs. 000s
January	44,194	230,881	145,661	63,304	484,040
February	63,376	298,939	194,053	92,342	648,710
March	88,604	350,750	228,910	111,897	779,161
April	88,344	351,061	206,703	97,287	743,335
May	77,812	357,464	202,392	108,731	726,399
June	83,195	326,183	206,008	85,113	700,499
July	82,571	359,390	202,088	87,127	731,066
August	85,845	350,570	205,251	95,991	737,657
September	63,420	303,399	183,194	82,028	632,041
October	38,851	231,004	146,908	71,570	502,333
November	23,988	206,061	118,958	68,929	408,936
December	32,015	251,519	142,858	58,950	485,342

#### FROZEN AND CURED MEAT STOCKS.

Summary of cold storage holdings of frozen and cured meat stocks on September 1, 1923, with comparisons ('000s omitted), is reported by the U. S. Bureau of Agricultural Economics in pounds as follows:

	Aug. 1, 1923.	Sept. 1, 1923.	Aug. 1, 1922.	Sept. 1, 1922.	Sept. 1, 1921.	Sept. 1, 1920.
Beef, frozen	24,112	98,527	28,210	24,637	10,700	9,949
Beef, cured	11,931	25,086	7,383	12,010	12,698	10,020
Beef, in process of cure	9,850	9,850	9,850	9,850	9,850	9,850
Pork, frozen	195,092	95,879	54,815	148,883	79,503	106,724
Pork, dry salt cured	125,666	270,827	86,165	84,738	159,586	158,766
Pork, pickled cured	171,019	341,000	229,601	282,985	229,601	282,985
Lamb and mutton, froz.	2,752	6,433	3,376	2,019	68,355	77,339
Meats, miscellaneous	68,355	77,339	55,773	66,205	126,606	119,755
Lard	143,578	126,606	119,755	115,824		

#### MEAT STOCKS AT FOUR CENTERS.

Stocks of meat in cold storage warehouses and meat packing establishments in the United States on September 1, 1923, are reported in pounds (000 omitted) by the U. S. Bureau of Agricultural Economics as follows:

	Chicago.	Boston.	New York.	Phila.
Beef, frozen	9,906	1,141	4,010	393
Beef, in cure	2,984	853	1,514	511
Beef, cured	6,203	825	1,447	228
Pork, frozen	48,531	5,519	6,366	2,017
Pork, dry salt, in cure	22,005	1,356	1,441	406
Pork, pickled in cure	51,499	7,263	5,858	1,780
Pork, pickled cured	43,445	4,630	3,951	1,180
Lamb and mutton, frozen	40	291	907	30
Meats, miscellaneous	17,376	2,329	3,501	352
Lard	64,395	3,735	2,069	760

\*Frozen and cured trimmings and edible offal. Thousands of pounds, 1 c., 000 omitted.

#### DAIRY AND EGG STORAGE.

Cold storage holdings of dairy products and eggs in the United States on September 1, 1923, with comparisons ('000s omitted) are reported by the U. S. Bureau of Agricultural Economics as follows:

	Aug. 1, 1923.	Sept. 1, 1923.	Aug. 1, 1922.	Sept. 1, 1922.	Sept. 1, 1921.	Sept. 1, 1920.
Butter, creamery	101,774	110,122	112,089	102,957		
Cheese, American	55,839	58,607	53,625	63,350		
Cheese, Swiss	3,132	3,382	4,461	5,100		
Cheese, brick and Munster	2,916	1,370	1,117	3,229		
Cheese, Limburger	1,261	1,212	988	1,521		
Cheese, all other	7,712	9,747	8,458	7,586		
Eggs, case	10,500	7,428	6,606	9,931		
Eggs, frozen	36,192	24,143	34,516	37,281		



# PROVISIONS AND LARD

## WEEKLY REVIEW

All articles under this head are quoted by the barrel, except lard, which is quoted by the hundredweight in tierces, pork and beef by the barrel or tierce and hogs by the hundredweight.

### Market Easier—Hog Receipts Large—Some Liquidation—Some Spreading Lard and Oil—Export Interest Quiet.

The provision market has been showing some reactionary tendency the past few days partly due to the heavy movement of hogs and the weakness in live hog prices. The past week the receipts at the seven markets were 465,000, against 367,000 last year, while there was an increase in the receipts of cattle and quite a liberal increase in the receipts of hogs. The average price of hogs last week was pretty well maintained, but under the movement of the past few days there has been some weakening in values.

Prices of other livestock keep well up. The past week hogs averaged \$8.55, cattle \$10.30, sheep \$6.90, and lambs \$13.85. With the price of corn around 85 to 87c there is a fairly good margin of profit in the feeding basis for corn and livestock, which is returning to the farmers an excellent price for their feedstuffs.

The very interesting statement which was issued the past week regarding the feeding value of wheat has attracted quite widespread attention, particularly as it may mean a good deal of low grade wheat may be disposed of this year and disposed of in a very profitable way. The consumption of a moderate amount of wheat would be a most important factor in the wheat market and would be of very little importance in the immense consumption of feed grain which is about 4,500,000,000 bu. per year.

#### Herrick on Big Pork Consumption.

The statement that President Herrick of Chicago made to the Institute of American Meat Packers that 2,000,000,000 lbs. more pork were marketed in the first seven months of this year, emphasized the tremendous volume of distribution of meat products and evidences the fact that consumers are readily absorbing meat products at the present level of prices. The statement of the total stocks of product in the country as given by the Department of Agriculture showed that the supplies of beef continued much under the average, and the supply of hog products is only a little over the average.

#### Compare Cold Storage Figures.

The comparative figures of the supply in the United States at the cold storage warehouses as reported to the Department of Agriculture follow in thousands of lbs. (000 omitted):

	Sept. 1, 1923.	Aug. 1, 1923.	Sept. 1, 1922.	Sept. 1, 5-year avg.
Beef, frozen.....	24,637	24,112	28,210	98,327
Beef, cured.....	12,016	11,931	7,383	25,086
Beef in process of cure	10,020	9,850	12,698	.....
Pork, frozen.....	148,683	195,002	84,815	95,879
Pork, dry salt cured.....	106,724	125,066	79,503	270,827
Pork, dry salt in cure	83,738	96,050	86,163	.....
Pork, pickled cured.....	158,766	171,019	139,886	341,000
Pork, pickled in cure.....	252,995	278,422	229,601	.....
Lamb and mutton, frozen.....	2,019	2,752	3,376	6,433
Meat, miscellaneous.....	66,205	68,355	55,773	77,339
Lard.....	115,824	143,579	119,755	126,006

#### Tremendous Lard Disappearance.

The figures of the lard stocks are really quite surprising in view of the production

of lard. The total stock of lard is only 116,000,000 lbs., compared with an average of 127,000,000 lbs. on September 1. With a total production the past twelve months ending June 30, of 1,813,000,000 lbs., this tremendous disappearance of lard is most impressive. On top of that there has been a large disappearance of cottonseed oil, the disappearance for the past month being 202,000, against 168,000 bbls. last year, showing that the country is absorbing fats in a most extraordinary way.

The export movement is also very good recently. Exports of lard the past week were 18,330,000 lbs., against 29,936,000 lbs. the previous week and 12,421,000 lbs. last year. The exports of meats were 23,231,000 lbs., against 19,881,000 lbs. the previous week. The exports of lard for the week include 7,638,000 lbs. to Germany.

#### German Fat Situation Bad.

A prominent grain exporter on the N. Y. Produce Exchange who has just returned from Europe, says that in Germany the fat situation was very unsatisfactory. There was a great scarcity of edible fats, and there seemed to be reason for expecting a liberal demand for edible fats from that country, until their live stock supply is in better shape than it is at present.

The statement of the Department of Agriculture on the consumption of meat products for the month of July showed a

total of 1,045,000,000 lbs. against 1,040,000,000 lbs. in June, and 918,000,000 lbs. in July last year. The increase in consumption according to those figures has been just a pound per capita, the average this year being 9.4 lbs., against 8.4 lbs. last year.

This increase of 1 pound per capita in the consumption of meat products in the United States, if kept up through the year, means a very huge total gain, and is sufficient to account for the fact that with all the tremendous increase in hog killing the past year, there has not been any heavy accumulation of product.

#### Chicago Provision Stocks

Chicago provision stocks for the mid-month showed a decrease of nearly 12,000,000 lbs. in lard compared with mid-month of August and was 8,000,000 lbs. less than the mid-month of September last year. The stock of ribs also decreased during the period, the reduction being about 1,000,000 lbs. The comparative figures follow:

	Mid-Sept., 1923.	End-Aug., 1923.	Mid-Sept., 1922.
Mess pork, bbls.....	2,903	3,405	1,215
Lard, regular, lbs.....	46,289,161	57,701,126	53,710,366
Lard, other.....	4,460,104	4,541,687	4,411,069
Total lard.....	50,749,265	62,142,813	58,121,435
Ribs, lbs.....	3,648,379	4,700,953	1,547,004

PORK—The market was dull and strong, with a moderate to fair demand, and with mess at New York at \$25.50, family nominal, and short clears \$25@31. At Chicago mess was quotable at \$22.

LARD—Demand less active and market easier under heavy hog receipts. At New York prime Western was quoted at 12.70@12.80c, Middle Western 12.60@12.70; city 13½@14c in tubs; refined to the continent 14½c; South American 14½c; Brazil kegs 15½c; compound in carlots 13½@13¾c. At Chicago regular lard in round lots was quoted at 10c over Sept.; leaf lard at Sept. price, and loose lard also at Sept. price.

BEEF—The market, while inactive, continued firm in the East, with demand only fair. At New York mess was quoted at \$15; packer \$14; family \$16.50@17; extra India mess \$28; No. 1 canned roast beef \$2.35; No. 2 \$4.05, and sweet pickled tongues \$55@65 per bbl., nominal.

SEE PAGE 191 FOR LATER MARKETS.

#### LIVERPOOL PROVISION STOCKS.

(Special Report to The National Provisioner.)

Stocks of provisions on hand at Liverpool on September 1, 1923, with comparisons for last month and last year, are as follows:

	Aug. 31, 1923.	July 31, 1923.	Aug. 31, 1922.
Bacon, boxes.....	9,682	17,421	6,609
Hams, boxes.....	5,209	1,436	10,109
Shoulders, boxes.....	2,096	590	1,614
Lard, tierces, P. S. W.....	1,066	1,309	537
Lard (refined), tons.....	2,963	1,466	2,908

Imports into Liverpool for the month of August, 1923:

Bacon and shoulders, boxes.....	34,540
Hams, boxes.....	25,126
Lard, cwt.....	100,581

The approximate weekly consumption of Liverpool stocks is given below:

	Aug., 1923.	July, 1923.	June, 1923.
Bacon, boxes.....	9,207	7,266	7,196
Hams, boxes.....	4,822	5,552	4,119
Lard, tons.....	787	764	754

#### BRITISH PROVISION MARKET.

(Special Report to The National Provisioner.)

Liverpool, England, September 8, 1923.

In American meats arrivals have been more liberal this week, giving the buyers a wider selection, but parcels continue to

### Do You Know Your Costs?

How many packers know what their hogs cost them after being cut up?

How many sausage makers know what their sausage costs them when ready for sale or shipment?

You may think you know, but do you? Are you sure of your "fixed costs?"

A series of practical guide tests on costs has been instituted by THE NATIONAL PROVISIONER, with the idea of starting the trade to figuring more closely on these matters.

The following tests already have been published in the pages of THE NATIONAL PROVISIONER, and if you did not see them there, you may obtain a copy upon application to THE NATIONAL PROVISIONER, Old Colony Bldg., Chicago.

I. Short Form Hog Test, showing how to figure yields and prices on pork products.

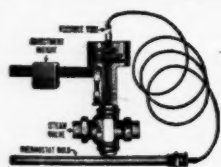
II. Frankfurt Sausage Cost Test, showing how to figure costs on frankfurts ready for sale or shipment.

Other tests will appear from time to time in THE NATIONAL PROVISIONER'S pages. Send for one of them.

## Have You Stopped These Losses In Scraping and Polishing Hogs?

You know the trouble and danger from water that's too hot or too cool for these two important operations in getting Mr. Hog ready for the market. You know, too, that you can't be sure of *exact* temperature all the time with hand regulation. Somebody is sure to forget or make a mistake—and *you* stand the losses from cut and mutilated skins, extra labor and time, to say nothing of inferior output.

Then *why* not use automatic heat control and be sure that the water is just where you want it *all the time*. A Powers Regulator will do it. When a Powers Regulator is set to watch the water temperature it needs no other attention. It is positive and dependable in its action; accurate and sure in the results obtained.



The  
Powers  
Regulator  
No. 11

For closed or open tanks, hog scalding vats, etc. Thermostat bulb is connected with valve and flexible tube. Easily installed.

We offer to install Powers Regulator on a "make good" basis. They're easily and quickly applied and operated. They cut down cost of operation, eliminate waste, and improve your output. Write for particulars about our 30-Day Free Test Offer.

**THE POWERS REGULATOR CO.**  
Specialists in Automatic Heat Control

2725 Greenview Ave., CHICAGO

NEW YORK  
BOSTON  
TORONTO

And 28 Other Offices  
Your telephone directory will tell  
you if our office is in your city

(2297)

make full prices and there is no giving way in values.

There has been an improved demand for S. C. backs and long clears from Ireland.

Bellies have been a moderate sale and there has been a good demand for Cumberland and Wiltshires during the week.

Hams have been in slightly better demand this week and prices have steadied up.

In shoulders there is no change in values and there is a fair consumptive demand.

In long bacon, Irish, Danish and Canadian have all been scarce, but the extreme prices reached recently have not been maintained, and the market is called about 10d to 14d easier this week.

Lard on spot is a fair sale with a good undertone.

### TALLOW MARKET IN ENGLAND.

The imports of unrefined tallow during May, 1923, aggregated 6,363 tons, and

since January 1, 28,788 tons; for the five months of 1922 the total was 20,559 tons, and 17,113 tons in 1921. Of oleomargarine, oleo oil, and refined tallow (not segregated in the official returns) imports totaled 2,758 tons in May, 1923, and 13,520 tons since January 1, the latter figure contrasting with 9,853 tons and 9,723 tons in the same period in 1922 and 1921, respectively.

At the public sales held in London on June 6, 1923, 1,745 casks were offered and 960 casks sold at and after the auctions. There was a fair demand at 8d. per hundredweight decline. Muttons were not wanted, but secondary and low sorts were in better request than of late and sold steadily at the decline stated. Stocks of tallow of all kinds, in warehouse, London, on May 31, were advised as 16,533 packages (about 5,896 tons gross), as compared with 15,699 packages on April 30. Stock on May 31, 1922, was 19,954 packages (about 7,521 tons gross).

## DARLING & COMPANY

### ANIMAL

### INEDIBLE

### BY-PRODUCTS

### UNION STOCK YARDS, CHICAGO



# TALLOW, STEARINE, GREASE AND SOAP

## WEEKLY REVIEW

**TALLOW**—An easier tone has developed in the tallow market, following the recent sharp advance, with some increase in offerings, but on small declines, heavy soap-manufacturers' absorption was in evidence, and it was estimated that 1,000,000 to 1,500,000 lbs. of extra, New York, was taken at eight cents, a decline of about  $\frac{1}{4}$ c from the recent top. Sentiment was more mixed, but as far as could be ascertained, no important stocks had accumulated, and sellers were well booked ahead.

It was said that the cheapest offers of South American would figure  $8\frac{1}{2}$ c, New York, and that  $8\frac{3}{4}$ c had been refused. There was a fairly good trade in outside tallow, the price following the market for the better grades, while the west also reported a fairly good demand.

At Liverpool the market was moderately active and unchanged for the week with fine quoted at 40s 3d, and good mixed at 39s 6d. At the London auction on September 19, 1,835 casks were offered, of which 1,550 were sold, with the market averaging 3d lower to 1s 3d higher, with mutton quoted at 41s 9d @ 42s 6d per 112 lbs., good beef at 41s @ 42s 3d, good mixed beef at 40s 3d @ 41s 9d, and fair beef tallow at 37s 3d to 39s 6d.

At New York prime city was not quoted, special loose was  $7\frac{3}{4}$ c nominal, extra 8c, and edible  $9\frac{1}{4}$ @ $9\frac{3}{4}$ c nominal. At Chicago packers' prime was  $8\frac{1}{4}$ @ $8\frac{1}{2}$ c; packers' No. 1,  $7\frac{3}{4}$ @ $8$ c; packers' No. 2,  $6\frac{1}{4}$ @ $6\frac{3}{4}$ c, and edible,  $9$ @ $9\frac{1}{4}$ c.

**STEARINE**—Here also the undertone was easier, with sales of extra New York at 13c, with only a moderate demand in evidence, and the market was barely steady at the lower level, following tallow and an easier tone in some of the outside oils. At Chicago oleo was quoted at 12@ $12\frac{1}{2}$ c.

**OLEO OIL**—The market was dull and firm with extra quoted at  $12\frac{3}{4}$ c nominal, medium 11c, and lower grades 10c. At Chicago extra was quoted at 12@ $12\frac{3}{4}$ c.

**LARD OIL**—The market was quiet and easier, but a good demand was in evidence on small declines. The weaker feeling in lard had some effect. At New York edible was quoted at \$1.10 per gallon, extra winter  $12\frac{1}{2}$ @ $12\frac{3}{4}$ c per lb., extra No. 1 at

derstood that within the past week or so, Rotterdam has been in the market, and has absorbed in the neighborhood of 9,000 tons of white inedible greases. At New York choice house was quoted at  $7$ @ $7\frac{1}{2}$ c, yellow at  $7\frac{1}{4}$ @ $7\frac{3}{4}$ c, and choice white from  $9\frac{1}{2}$  to  $10\frac{1}{4}$ c. At Chicago demand was reported very fair, and the market steady, with brown and house  $6\frac{1}{4}$ @ $6\frac{1}{2}$ c, yellow  $6\frac{3}{4}$ @ $7$ c, and choice white at  $9$ @ $9\frac{1}{4}$ c.

### EASTERN FERTILIZER MARKETS.

(Special Report to The National Provisioner.)

New York, September 19, 1923.—Trading in tankage at New York has been rather limited this week. A small lot of unground tankage was sold at \$3.40 and 10c and one car of ground tankage at \$3.75 and 10c, but the generally asking price for ground tankage is \$3.65 and 10c for fertilizer tank-

age and one seller is asking \$4.00 and 10c for high grade feeding tankage for October delivery.

Tankage suitable for feeding is in demand, but there is very little buying interest in fertilizer tankage because the nearby buyers have pretty well covered for their requirements over the next few months.

Ground dried blood sold at \$4.00 per unit and the demand is light.

Very little trading has been done in cracklings and the prices for hard pressed beef are about \$1.30 per unit for the 50/55 per cent and \$1.40 per unit for the 60 per cent.

Other fertilizer materials are moving very slowly.

## Packinghouse By-Products Markets

### Blood.

Chicago, September 20, 1923.

The market in blood continues strong. Producers are asking \$4.75, Chicago. Offerings, however, are meager. On the river points \$4.50 has been paid. There are additional offerings at that figure.

	Unit ammonia.
Ground .....	\$4.40@4.50
Crushed and unground .....	4.15@4.30

### Digester Hog Tankage Materials.

The market is rather quiet in digester for two reasons: There is very little being offered and the prices asked for material are out of line with buyers' ideas.

	Unit ammonia.
Ground, 10 to 12% ammonia .....	\$4.50@4.60
Unground, 10 to 11% ammonia .....	4.40@4.50
Unground, 7 to 9% ammonia .....	3.75@4.30

### Fertilizer Tankage Materials.

This market is very quiet. In this respect it is below normal for the fall season. This is in large part due to the limited buying power of the farmer.

	Unit ammonia.
High grade, ground, 10-11% ammonia.....	\$ 3.35@ 3.50
Lower grade, ground, 6-9% ammonia.....	3.10@ 3.25
Medium to high grade, unground .....	2.85@ 3.10
Low grade and country rend., unground...	2.50@ 2.75
Hoof meal .....	3.00@ 3.10
Liquid stick .....	2.75@ 3.00
Grinding hoofs, pigs' toes, dry .....	30.00@35.00

### Bone Meals.

Prices in the bone meal market are the same as they have been for the last week, but the trading has been below normal for this season of the year because there is more bone meal used for fertilizer in the fall than at any other time.

	Per ton.
Raw bone meal .....	\$30.00@35.00
Steamed, ground .....	22.00@24.00
Steamed, unground .....	18.00@20.00

### Cracklings.

Cracklings are in good demand, particularly country pressed pork and hard pressed beef cracklings. This is largely due to the tallow and grease market being fairly strong.

	Per ton.
Pork, according to grease and quality.....	\$35.00@75.00
Beef, according to grease and quality.....	50.00@60.00

### Bones, Horns and Hoofs.

Manufacturing bones are rather quiet with the prevailing prices possibly a shade lower than last week. There is more inquiry for manufacturing hoofs and horns with no changes in prices.

	Per ton.
No. 1 horns .....	\$275.00@300.00
No. 2 horns .....	225.00@250.00
No. 3 horns .....	150.00@200.00
Culls .....	35.00@ 35.00
Hoofs, black and striped, unassorted .....	34.00@ 36.00
Hoofs, white, unassorted .....	45.00@ 55.00
Round shin bones, unassorted, heavies....	87.00@ 95.00
Round shin bones, unassorted, lights....	70.00@ 80.00
Flat shin bones, unassorted, heavies....	65.00@ 70.00
Flat shin bones, unassorted, lights....	55.00@ 60.00
Thigh bones, unassorted, heavies .....	85.00@ 95.00
Thigh bones, unassorted, lights .....	70.00@ 80.00

### Glue and Gelatin Stock.

Jaws, skulls and knuckles for grinding purposes have sold at \$38.00, Chicago. For glue purposes the bone market has been nominal at \$35.00, Chicago.

	Per ton.
Calf stock .....	\$28.00@30.00
Edible pig skin strips .....	65.00@70.00
Rejected manufacturing bones .....	48.00@50.00
Horn piths .....	23.00@25.00
Cattle jaws, skulls and knuckles .....	33.00@35.00
Junk and hotel kitchen bones .....	23.00@25.00
Sinews, pizles and hide trimmings .....	16.00@17.00

### Hog Hair.

Recent sales quotations are the same as for last week. Field dried, winter, 3c; coll dried, summer,  $1\frac{1}{4}$ c; processed, summer, 5c.

### Pig Skin Strips.

Outlet has been narrow at around 5c for No. 1 and  $3\frac{1}{2}$ c for No. 2's and 3's, per lb.

SEE PAGE 191 FOR LATER MARKETS.

$11\frac{1}{4}$ @ $12$ c, No. 1 at  $10\frac{1}{4}$ @ $11$ c, and No. 2  $10\frac{1}{4}$ @ $10\frac{1}{2}$ c.

**NEATSFOOT OIL**—The market continued to reflect the firmness in raw materials, and was firm, although demand was rather quiet. At New York pure oil was quoted at  $13\frac{3}{4}$ @ $14$ c per lb., extra at  $11$ @ $11\frac{1}{4}$ c, No. 1 at 10c, and cold-pressed at  $17\frac{1}{2}$ @ $17\frac{3}{4}$ c.

**GREASES**—The market has been active and firm, with a good export business an outstanding feature, and while stocks remained comparatively light, an easier feeling in tallow has tended to halt the domestic demand for the moment. It is un-

## FILTER-CEL—A Celite Product

TRADE MARK REGISTERED U.S. PAT. OFFICE

For Fat and Oil Filtration

Improves clarity, secures better keeping qualities and reduces operating costs. Write for complete information given in Bulletin "K-K."

**CELITE PRODUCTS COMPANY** New York, 11 Broadway. Chicago, 53 Jackson Blvd. San Francisco Menadock Bldg. Celite Products Ltd., Montreal, Que., Canada.

## F. C. ROGERS

### BROKER

## Provisions

**Philadelphia Office:**  
267 North Front Street  
**Trenton, N. J.**  
Frost-Richie Building  
State & Warren Streets

**New York Office:**  
431 West 14th Street

## Census of Cottonseed and Products

Cottonseed received, crushed, and on hand, and cottonseed products manufactured, shipped out, on hand, and exported covering the one-month period ending August 31, 1923 and 1922.

Cottonseed received, crushed, and on hand (tons):

State.	Received at mills*		Crushed		On hand	
	Aug. 1 to Aug. 31, 1923.	Aug. 1 to Aug. 31, 1922.	Aug. 1 to Aug. 31, 1923.	Aug. 1 to Aug. 31, 1922.	Aug. 31, 1923.	Aug. 31, 1922.
United States.....	159,218	190,470	52,453	52,245	119,551	61,393
Alabama.....	146	3,440	None	2,352	598	3,108
Arkansas.....	314	446	(†)	(†)	451	267
Georgia.....	757	13,208	(†)	4,004	1,812	10,339
Louisiana.....	910	1,773	(†)	(†)	683	1,690
Mississippi.....	349	790	None	(†)	847	1,005
North Carolina.....	92	187	None	(†)	888	845
Oklahoma.....	95	(†)	None	None	294	672
South Carolina.....	172	294	None	None	978	1,502
Tennessee.....	29	(†)	None	None	132	142
Texas.....	156,306	80,043	51,657	44,011	112,810	41,307
All other.....	(†)	248	None	None	558	537

\*Includes seed destroyed at mills but not 12,786 tons and 13,108 tons on hand Aug. 1, nor 1,678 tons and 956 tons reshipped for 1923 and 1922, respectively.

†Not shown separately.

Cottonseed products manufactured, shipped out, and on hand:

Item.	Season. On hand Aug. 1.		Produced Aug. 1 to Aug. 31.		Shipped out Aug. 1 to Aug. 31.		On hand Aug. 31.	
	1923-24	1922-23	1923-24	1922-23	1923-24	1922-23	1923-24	1922-23
Crude oil, lbs.....	5,103,348	6,905,409	14,464,442	14,303,208	13,251,586	12,614,155	7,430,655	10,038,321
Refined oil, lbs.....	1138,112,489	163,851,390	111,797,524	10,642,725	106,843,010	106,843,010	106,843,010	106,843,010
Cake and meal, tons.....	49,791	66,915	24,890	24,395	48,011	47,721	26,410	43,389
Hulls, tons.....	15,654	15,092	19,313	19,313	19,313	19,313	12,283	12,283
Linters, 500-lb. bales.....	28,617	27,509	15,092	9,456	22,232	15,167	21,477	21,458
Hull fiber, 500-lb. bales.....	38,929	7,205	7,524	22,722	22,722	22,722	23,731	23,731
Grabbots, motes, etc., 500-lb. bales.....	34,342	1,605	3	4,431	4,431	4,431	29,914	1,443
	1,428	23	23	494	494	494	957	957

\*Includes 1,032,229 and 673,539 pounds held by refining and manufacturing establishments and 1,170,910 and 2,644,050 pounds in transit to refiners and consumers Aug. 1, 1923, and Aug. 31, 1923, respectively.

†Includes 3,783,784 and 3,376,270 pounds held by refiners, brokers, agents, and warehousemen at places other than refineries and manufacturing establishments and 8,670,531 and 5,283,708 pounds in transit to manufacturers of lard substitute, oleomargarine, soap, etc., Aug. 1, 1923, and Aug. 31, 1923, respectively.

‡Produced from 12,812,789 pounds crude oil.

Exports of cottonseed products for month ending August 31: Oil, Crude, 1923, 402,388 lbs.; 1922, 90,231 lbs.; Refined, 1923, 1,306,927 lbs.; 1922, 1,679,265 lbs.; Cake and meal, 1923, 6,794 tons; 1922, 15,786 tons; Linters, 1923, 3,825 running bales; 1922, 4,490 running bales.

### PACKER FREIGHT RATE CASE.

(Continued from page 178.)

larger packers, who maintain branch houses, have marketing advantages over the smaller packers, such as those in interior Iowa, who must market their product through brokers.

An agreement was reached between attorneys that the date for the hearing at Omaha be fixed for October 22. The hearing will be primarily for the purpose of hearing the western stock growers. Representatives of the carriers stated that they had altered their plans and that the bulk of the carriers' evidence would be placed on record at the New York hearing, which will be held October 3.

#### For Lower Fresh Meat Rate.

The case of Armour and Company was placed before the Commission at the hearing September 18, the direct testimony of W. W. Manker, assistant traffic manager, occupying the whole day. The position of Armour and Company is in accord with that of the other western packers in insisting that the rates on fresh meats to eastern destinations are unjust and unreasonable. It was stated, however, that Armour and Company conceived the issue to be broader and to embrace the whole question as to what should be the proper relationship between the rates on live stock and the rates on its products.

The position was taken that the adjustment should be made so as to equalize the competition in both buying and selling as between the eastern and the western groups. The first part of the testimony centered about an attempt to prove that the existing spread of 30½ cents between live stock and meat should be reduced to 14½ cents a hundred.

A series of tests were cited. They had been conducted on lots of cattle, hogs and lambs on which the current rates were applied on both the live stock and the products of the same lot, when slaughtered at Chicago and then shipped east, and when shipped east on the hoof for slaughter in New York. The application was also made in the same way of the proposed rate in order to show the advantages of the present adjustment to the packer slaughtering in the east.

The proposed rates used for the test

were 72½ cents on fresh meat, as against the current rate of 87 cents and 55 cents proposed on packing house products, as against the current rate of 56½ cents. The current rates were used in both applications for live stock, in that the present hearing proposes no alteration of this rate.

#### Test Rate Cases Applied.

The applications of the rates in this manner showed that, on a test of 20 head of cattle, the eastern packer had an advantage of \$20.39 under the present rate and an advantage of \$0.35 under the proposed rate. In the case of a test of 268 hogs it was shown that, by the same application, the eastern packer had an advantage of \$68.12 under the present rates and \$22.55 under the proposed rates, when the carcasses were shipped practically whole. When the application was made on the carcasses shipped after being cut into the customary cuts it was shown that the eastern packer had an advantage of \$53.99 under the current rates and \$15.72 under the proposed rates. Similar application to 345 lambs indicated that, under the present rates, the eastern packer had an advantage of \$9.59, while the proposed rate would give him an advantage of \$11.55.

It was stated that it seemed impossible to make any adjustment that would be satisfactory for all classes of meat and for all packers, but that Armour and Company put this proposal up to the Commission as the best they could make and called attention to the fact that they were engaged in business in both sections.

#### General Injustice of Rates.

In attacking the general unreasonableness of the rates, the testimony contended that there had been a decline in the production of hogs in the east, a decrease in receipts at Chicago, a decrease in the slaughter in Chicago, and an increase in the slaughter in the East. This was attributed to the increasing spread which has been favoring the eastern packer. This increase in the spread, it was pointed out, had come about through the applications in the past of the percentage increases in the rates.

For this reason, it was contended, the adjustment should always be made on a money difference basis rather than by the

application of percentages. Alterations in the volume of business in the East and in the West were cited and the increased spread in the rates was cited as the cause.

Much of the testimony was given to an attack on the present classification, which requires cured meat, loose, to take fourth class, while cured meat, packed, takes fifth class. The testimony went into the rates at length and cited many examples of alleged discrimination where packers, shipping from western points, had to move their meat on a fourth class rating in competition with others who moved their products to the same destinations under a fifth or sixth class rate. It was stated that all parts of the United States except Official Classification territory gave the same rating, regardless of the method of packing.

Testimony of Armour and Company continued all day September 19. A further elaboration of the attempt to prove the unjustifiability of different ratings on packed and loose cured meats was made, this being one of the principal contentions of the Armour complaint. Rate comparisons were submitted to show the disadvantage at which the present rate adjustment placed the western packers.

#### Rates from St. Paul.

The testimony then attacked the rate situation with reference to South St. Paul, where an Armour plant is located. Under the present adjustment, shipments from this point pay the sum of the locals to the Mississippi River when destined for Eastern territory. Packing plants at Austin and Albert Lea, Minnesota, and interior Iowa points, it was stated, have the benefit of proportional rates to the Mississippi River and to Chicago which effect discrimination against South St. Paul.

The Armour testimony comprised thirty-nine exhibits, which included many comparisons of the present rates with the proposals made by the company. It was brought out in cross-examination by the carriers that it was the intention of Armour and Company that the proposed difference of 14½ cents between the live stock and the fresh meat rates was to apply only to the part of the rate applicable east of Chicago or of the Mississippi River. It should be applicable, it was stated, on shipments originating east of the Mississippi and on shipments coming from beyond.

A decision has been made by the carriers to reserve all their witnesses and statement of their positions until the New York hearing October 3. This action, it was stated, is partly because of the volume of the 76 exhibits which had been submitted by the western packers, which would take considerable time for analysis and checking.

### CHEMICAL AND SOAP SUPPLIES.

(Special Report to The National Provisioner.)

New York, September 18.—Latest quotations on chemicals and soapmakers' supplies are as follows:

Seventy-six per cent caustic soda, \$3.70 @3.80 per 100 lbs.; 98% powdered caustic soda, 4¼ @4¼c lb.; 58% carbonate of soda, 2 @2¼c lb.

Clarified palm oil in casks of 2,000 lbs., 7¼ @8c lb.; commercial yellow olive oil, \$1.12 @1.15 gal.; olive oil foots, 8¼ @8¾c lb.; East India Cochin coconut oil, 13c lb., duty paid; Cochin grade coconut oil, domestic, 11 @11¼c lb.; Ceylon grade coconut oil, 10¼ @10¼c lb.

Prime summer yellow cottonseed oil, 12½ @13¼c lb.; soya bean oil, 10¼ @11¼c lb.; linseed oil, 93 @95c gal.; crude corn oil, in barrels, 11¼ @11¼c lb.; peanut oil in barrels, New York, deodorized, 15 @15½c lb.; peanut oil in tanks, f. o. b. mills, 11c lb.; extra tallow, 8¼c lb.; dynamite glycerine, nominal, 16¼c lb.; saponified glycerine, nominal, 12¼ @13c lb.; crude soap glycerine, nominal, 11 @11¼c lb.; chemically pure glycerine, nominal, 17c lb.; prime packers' grease, nominal, 7¼ @7¼c lb.



## VEGETABLE OILS

### WEEKLY REVIEW

THE NATIONAL PROVISIONER is Official Organ of the Interstate Cottonseed Crushers' Association, the Texas Cottonseed Crushers' Association, South Carolina Cottonseed Crushers' Association, the Georgia Cottonseed Crushers' Association and the Mississippi Cottonseed Crushers' Association.

**Market Irregular—Undertone Strong—  
Spot Supplies Light—New Highs Made—  
Cash Trade Good—Government Report  
Bullish.**

A moderate trade in cottonseed oil futures featured the market on the New York Produce Exchange the past week, with the tendency a little more irregular, but the undertone on the whole strong, and the supply-and-demand position, if anything, tighter. The limited stocks of available refined oil everywhere resulted in the market congesting rather easily on the set-backs, and were responsible for the new high levels for the season in the distant months. On the bulges, realizing was quite active, and there was scattered bear pressure and liquidation, owing to the somewhat weaker tone in lard and the lagging tendency in October oil.

The hog movement remained large, and lard was less actively supported, with cash trade somewhat smaller and the packers away, at the Atlantic City convention. Deliveries were made of about 1,500 bbls. of oil on September contracts, but this oil was readily absorbed, and a small interest remained in the September position.

**October Delivery in Limelight.**

The October delivery is now in the lime-

light, with a large commission house short interest, presumably refiners', packers and some speculators, while commission houses are the leading longs. At the present time it is difficult to see where any October deliveries are to come from, although it has been contended that late in October some 10,000 bbls. would be delivered on October contracts.

Any oil delivered in the New York market, on the present basis of crude oil, would prove an unprofitable operation, but the short interest may feel that they would come out better off by delivering the oil than by attempting to cover their commitments in the ring. The relative weakness in October the past few days is not surprising to some in the trade, and is said to be a normal condition, in that outside longs with good profits have been getting out, while fresh speculative demand has been light, and the buying of October of late mainly for shorts.

#### Oil Stocks Are Reduced.

In connection with the October situation, it is interesting to note that with delivery day rapidly approaching, a leading western compound interest has absorbed several thousand barrels of oil in store at New York, reducing the stocks here to but a few hundred barrels. There is therefore no possibility of store oil coming on the market, although there is a possibility that the interests who absorbed the bulk of this oil might keep it at Port Ivory

in barrels, and re-tender it on Oct. contracts.

However, there has been nothing definite to show that this particular interest was interested in the October delivery, one way or the other, so that naturally the trade is not looking for any important tenders, at least for the first half of the month. Western packers have been picking up some of the oil in store here, and some of the oil taken in on contracts this week has found its way to Eastport, Maine, for the fishing industry.

#### Crude Off Slightly From Highs.

The seed market in Texas continued to rule slightly above the \$50 level, while in the southeast seed has been quoted at \$50@60 per ton. The crude market was off slightly from the highs, but was not weak, nor being depressed, with the southeast and valley around 10¼c, and Texas immediate 10@10¼c. Texas first-week Oct. shipment sold at ten cents.

Packers paid up to 11¼c for bleachable oil at Fort Worth, Texas, so that there was no weakening in the general conditions that have made for the steady advance in cotton oil. The cotton market advanced wildly to new highs for the season, with cotton showing damage to quality—the result of the persistent rains, while complaint as to the quality of new seed has also been increasing.

It has been said by leading interests in the trade that the crushing of new Texas seed shows ten to fifteen per cent less oil

# ASPEGREN & CO., INC.

Produce Exchange Building  
NEW YORK CITY  
DISTRIBUTORS



AGENTS  
IN  
PRINCIPAL EASTERN CITIES



SELLING AGENTS FOR

The Portsmouth Cotton Oil Refining Corp., Portsmouth, Va.  
The Gulf & Valley Cotton Oil Co., Ltd., New Orleans, La.  
The International Vegetable Oil Co., Savannah, Ga.

## Decolorizing and Deodorizing Problems

ARE READILY SOLVED  
BY THE USE OF

## SUPER FILTCHAR

This "bleaching" carbon is so powerful that only very small, or even fractional percentages are necessary to give efficient results. We welcome any opportunity to demonstrate to you its many advantages and our Technical Department is at your service to advise or co-operate. **WRITE FOR FULL PARTICULARS.**

**INDUSTRIAL CHEMICAL CO., Sole Manufacturers**  
FIFTH AVENUE BUILDING, NEW YORK CITY

than last year, with as low as 260 lbs. of crude to the ton of seed. A good portion of the oil is also reported as off-grade. Not only the western belt, but the eastern belt, has received excessive moisture, and should the eastern belt seed run poor in quality, this condition alone will go a long way toward offsetting the increase in the cotton crop of a million bales over last year.

### Big August Oil Consumption.

The spot oil situation is best emphasized by the Government Report. Consumption of cotton oil during August, the first month of the new season, was about 203,000 bbls., against 168,000 bbls. last year, and this, in the face of the enormous distribution of lard and other greases. The consumption far exceeded the average expectations, but was no surprise to those in close touch with the demand.

The total disappearance, including seed, crude and refined during the month, was almost equal to the disappearance of refined oil, compared with consumption of 158,000 bbls. during July. The visible supply of seed and oil on September 1 in all positions was equal to 271,000 bbls., and was the outstanding feature of the report, as it compared with 365,000 bbls. the previous month, and with 433,000 bbls. on September 1 last year.

### Little Refined Cotton Oil.

Out of the total visible stocks, only 171,000 bbls. were in the shape of refined cotton oil, and as some allowance in this stock must be made for keeping the tanks wet, it can be readily seen that the recent claims of the smallest refined stocks of cotton oil, refined, that the trade has ever known was not a radical statement. While speculative markets many times discount the future rather than the present—and

such may be the development in cotton oil—at the same time there is no questioning the inherent strength in the technical position of cotton oil.

This, it is more than likely, will be reflected in a continued demand for crude oil, strong crude prices, and continued high levels for seed. The cotton advance will further supply the south with money with which it can market its other products in a very orderly manner. The lard stocks at Chicago the first half of September decreased roughly 11½ million pounds, and total less than 51,000,000 against more than 58,000,000 lbs. a year ago.

Cottonseed Product Census is as follows:

	1923.	1922.
Stock Aug. 1, 1923.....	12,000	13,000
Received at mills, 1 month.....	159,000	100,000
Crushed same time.....	52,000	52,000
On hand Aug. 31.....	120,000	61,000
Crude Oil—		
Stock Aug. 1.....	5,036,000	6,905,000
Produced 1 month.....	14,464,000	14,303,000
Shipped out same time.....	12,070,000	12,614,000
Stock Aug. 31.....	7,430,000	10,038,000

	1923.	1922.
Refined Oil, Lbs.—		
Stock Aug. 1.....	137,998,000	163,851,000
Produced 1 month.....	11,797,000	10,643,000
Stock Aug. 31.....	68,757,000	106,843,000
Exports 1 month.....	Not given	1,769,000

	1923.	1922.
Stock Aug. 1, 1923.....	137,998,000	163,851,000
Produced 1 month.....	11,797,000	10,643,000
Total supply.....	149,795,000	174,494,000
Stock Aug. 31.....	68,757,000	106,843,000
Consumption domestic and ex- port, August.....	81,038,000	67,651,000
Equal in barrels.....	203,000	169,000

**COTTONSEED OIL—Market transactions.**

Thursday, September 13, 1923.

	Sales.	Range.	Closing.
		High. Low.	Bid. Asked.
Spot .....			1120 a 1150
Sept. ....	900	1143 1135	1120 a 1135
Oct. ....	2000	1135 1115	1114 a 1118
Nov. ....	5000	1070 1039	1040 a 1043
Dec. ....	1200	1025 1005	1010 a 1011
Jan. ....	8900	1025 1005	1009 a 1011
Feb. ....			1010 a 1020
Mar. ....	4100	1033 1008	1015 a 1018
Apr. ....			1015 a 1030
Total sales, including switches, 24,100.			
Prime Crude S. E., 1000 bid.			

Friday, September 14, 1923.

	Sales.	Range.	Closing.
		High. Low.	Bid. Asked.
Spot .....			1130 a ....
Sept. ....			1135 a 1150
Oct. ....	1500	1131 1120	1124 a 1125
Nov. ....	300	1060 1045	1050 a 1059
Dec. ....	1000	1025 1015	1023 a 1025
Jan. ....	2000	1027 1017	1023 a 1028
Feb. ....			1028 a 1032
Mar. ....	3800	1039 1020	1038 a 1040
Apr. ....			1040 a 1050
Total sales, including switches, 9,600.			
Prime Crude S. E., 1000 bid.			

Saturday, September 15, 1923.

	Sales.	Range.	Closing.
		High. Low.	Bid. Asked.
Spot .....			1140 a ....
Sept. ....	100	1150 1150	1145 a 1160
Oct. ....	600	1145 1145	1145 a 1147
Nov. ....	700	1085 1070	1080 a 1085
Dec. ....	800	1050 1040	1048 a 1051
Jan. ....	1200	1051 1039	1049 a 1051
Feb. ....			1050 a 1060
Mar. ....	300	1055 1047	1055 a 1057
Apr. ....			1058 a 1070
Total sales, including switches, 3,900.			
Prime Crude S. E., 1000 bid.			

Monday, September 17, 1923.

	Sales.	Range.	Closing.
		High. Low.	Bid. Asked.
Spot .....			1135 a ....
Sept. ....			1160 a 1250
Oct. ....	5300	1157 1143	1157 a 1158
Nov. ....	4600	1105 1080	1103 a 1107
Dec. ....	2600	1068 1055	1067 a 1070
Jan. ....	5700	1069 1055	1068 a 1070
Feb. ....			1070 a 1075
Mar. ....	7100	1075 1060	1073 a 1074
Apr. ....	100	1077 1077	1075 a 1085
Total sales, including switches, 27,000.			
Prime Crude S. E., 1000 bid.			

Tuesday, September 18, 1923.

	Sales.	Range.	Closing.
		High. Low.	Bid. Asked.
Spot .....			1140 a ....
Sept. ....	400	1175 1170	1165 a 1200
Oct. ....	100	1140 1140	1142 a 1145
Nov. ....	2200	1107 1077	1078 a 1086
Dec. ....	3000	1073 1042	1045 a 1050
Jan. ....	5200	1078 1044	1045 a 1046
Feb. ....	100	1073 1073	1045 a 1053
Mar. ....	4100	1080 1050	1052 a 1055
Apr. ....			1052 a 1066
Total sales, including switches, 15,100.			
Prime Crude S. E., 1000-1050.			

Wednesday, September 19, 1923.

	Sales.	Range.	Closing.
		High. Low.	Bid. Asked.
Spot .....			1130 a ....
Sept. ....	100	1140 1140	1130 a ....
Oct. ....	500	1150 1133	1132 a 1134
Nov. ....	1800	1095 1071	1060 a 1072
Dec. ....	2700	1058 1037	1035 a 1038
Jan. ....	5200	1055 1033	1037 a 1039
Feb. ....	100	1045 1045	1040 a 1055
Mar. ....	2400	1068 1047	1052 a 1053
Apr. ....			1054 a 1065
Total sales, including switches, 12,800.			
Prime Crude S. E., 1000-1025.			

Thursday, September 20, 1923.

	High.	Low.	Close.
Spot .....			11.50@....
April .....			10.68@10.78
Sept. ....			11.65@....
Oct. ....	11.68	11.50	11.66@11.68
Nov. ....	11.18	10.87	10.98@11.03
Dec. ....	10.71	10.57	10.62@10.66
Jan. ....	10.70	10.47	10.60@10.64
Feb. ....			10.63@10.68
March .....	10.70	10.57	10.60@10.68

**COCOANUT OIL.**—A fairly good business in cocoanut oil, coast, has been reported at 8¼c for prompt shipment, and some business at 8¼c, New York. Offerings were moderate, and the undertone was steady, with continued firmness in the copra market. The advance in prices has tended to restrict demand. Copra was quoted at 5c c. i. f. coast. At New York Ceylon type in barrels was quoted at 9¼@9½c, tanks, coast, 8¼@8½c; Cochiti type, barrels, New York, 10¼@10½c; edible, bbls., New York, 11@11¼c.

SEE PAGE 191 FOR LATER MARKETS.

### THE EDWARD FLASH CO.

29 BROADWAY, N. Y. CITY

### BROKERS EXCLUSIVELY

### VEGETABLE OILS

In Barrels or Tanks

### Hardened Edible Coconut Oil

### COTTON OIL FUTURES

On the New York Produce Exchange

### The Procter & Gamble Co.

Refiners of all Grades of

### COTTONSEED OIL

Boreas, Prime Winter Yellow  
Venus, Prime Summer White  
Jersey Butter Oil  
Aurora, Prime Summer Yellow

Puritan, Winter Pressed Salad Oil  
White Clover Cooking Oil  
Marigold Cooking Oil  
Sterling, Prime Summer Yellow

Refineries: IVORYDALE, O.  
PORT IVORY, N. Y.  
KANSAS CITY, KAN.  
MACON, GA.  
DALLAS, TEXAS

General Offices:  
CINCINNATI, OHIO  
Cable Address: "Procter"



**SOYA BEAN OIL.**—A firmer tone was in evidence following reported takings by Rotterdam, estimated at from 1,000 to 1,500 tons. This oil was said to have arrived at New York recently, and was trans-shipped to Rotterdam. At New York crude in barrels was quoted at 11@11½c, blown at 15½@15¾c, tanks, New York, 9¼@9½c; tanks, coast, 9@9¼c. Reports were current that, owing to the scarcity of bleachable cotton oil for compound, there was some interest in soya-bean oil for the compound trade, but Oriental prices advanced out of line, preventing any business.

**PEANUT OIL.**—The market holds firm, with crude cotton oil, and is featured mainly by the small supply available, which is restricting trade. At New York refined in barrels was quoted at 15@15½c.

**CORN OIL.**—Another sharp advance has been recorded, with the continued cotton oil strength the feature, with offerings of corn oil light, and demand fairly good, but scattered. Crude in barrels, New York, was quoted at 11¼@11½c; tanks, Chicago, 10@10¼c; refined barrels, New York, 11½@12c; cases, \$13.38.

**PALM OIL.**—Active absorption has been reported by soap manufacturers, following the strength in tallow, and owing to higher cables the market ruled quite strong. Spot stocks are limited, but since the advance, tallow has eased ¼c from the highs. At New York Lagos spot was quoted at 7½@7¾c; shipment, 7½c; Niger spot, 7@7¼c; shipment, 6½@7c.

**PALM KERNEL OIL.**—A fair demand is noted, and prices were firm, with the other oils, with imported New York quoted at 8¼@8¾c, New York. Spot oil, New York, was 9¼@9½c.

**COTTONSEED OIL.**—Light stocks—a good demand and strong markets were reported. At New York prime summer yellow spot barrels was quoted at 11¼@11½c, crude oil, 10¼c asked.

## SOUTHERN MARKETS.

### New Orleans.

(Special Wire to The National Provisioner.)

New Orleans, La., Sept. 20, 1923.—Prime crude cottonseed oil is quoted at 10½c. Louisiana mills are well sold up through September and are not willing to sell future shipments at a discount fearing that they will be unable to get a price for seed below \$50.00 per ton. Demand for spot refined cottonseed oil exceeds the supply. Seven per cent meal is quoted at \$44.00. New Orleans for immediate; 8 per cent is \$47.00; loose hulls are \$15.40 and sacked hulls \$19.00.

### Memphis.

(Special Wire to The National Provisioner.)

Memphis, Tenn., Sept. 20, 1923.—No mills have started in Tennessee yet. Few are running in Mississippi. Immediate crude cottonseed oil is quoted at 10½c. Forty-one per cent protein meal is \$44.00. Memphis. Loose hulls are \$12.00 to \$13.00, with very light trading.

### Dallas.

(Special Wire to The National Provisioner.)

Dallas, Tex., September 21, 1923.—Crude cottonseed oil, September, is quoted at 10¼c; for the first half of October, 10c for some sales. Meal and cake were firm at \$39.50; hulls, \$11.00@12.00, according to location. Linters vary from \$6.00@8.00, depending on the cut market which is quiet. There is cooler weather and some rain.

## COTTONSEED OIL EXPORTS.

Exports of cottonseed oil from New York from September 1 to September 19, 1923, according to unofficial reports were 225 bbls.

## COTTONSEED CENSUS FOR 1923-24.

Cottonseed products manufactured and on hand at oil mills, by states, season 1923-

# THE AMERICAN COTTON OIL COMPANY

65 Broadway, New York

Cable Address "AMCOTOIL"

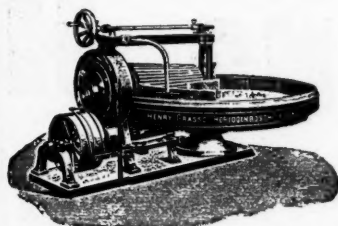
Union Pure Salad Oil  
Union Choice Butter Oil  
I. X. L. Cooking Oil

Refined Cocoanut Oil  
Refined Peanut Oil  
Refined Corn Oil

Cottonseed Cake  
Cottonseed Meal  
Cotton Linters

Wilcox Lard

FAIRBANK'S Shortenings—Boar's Head and Cottolene  
FAIRBANK'S Soaps and GOLD DUST Washing Powder



## GRASSO'S

"Original Holland" Margarine Machinery

Sold in America only by the

A. H. BARBER-GOODHUE CO.

Grasso's Famous Table Worker 316 W. Austin Ave. CHICAGO, ILL.

24, is reported by the U. S. Bureau of the Census as follows:

MANUFACTURED AUG. 1 TO AUG. 31.

State.	Crude oil, pounds.	Cake and meal, tons.	Hulls, tons.	Linters, 500-pound bales.
United States..	14,464,442	24,860	15,942	9,456
Alabama .....	None	None	None	None
Arkansas .....	(*)	(*)	(*)	(*)
Georgia .....	(*)	(*)	(*)	(*)
Louisiana .....	(*)	(*)	(*)	(*)
Mississippi .....	None	None	None	None
North Carolina .....	None	None	None	None
Oklahoma .....	None	None	None	None
South Carolina .....	None	None	None	None
Tennessee .....	None	None	None	None
Texas .....	14,215,977	24,478	15,680	9,318
All other .....	None	None	None	None

\*Not shown separately.

ON HAND AT OIL MILLS AUG. 31.

United States..	4,113,005	26,640	12,283	21,858
Alabama .....	6,135	3,235	173	2,282
Arkansas .....	1,200	1,888	225	2,130
Georgia .....	224,418	4,258	943	2,429
Louisiana .....	60,375	2,552	127	59
Mississippi .....	127,496	1,076	230	2,005
North Carolina .....	11,200	2,450	320	1,422
Oklahoma .....	.....	241	455	134
South Carolina .....	10,495	1,755	379	1,590
Tennessee .....	59,080	1,686	726	2,379
Texas .....	3,599,919	5,748	7,521	6,815
All other .....	12,750	1,751	1,184	613

## Get rid of odors

How much money do you spend in a year trying to get rid of the odors in your plant?

Have you been successful?

If not, why not try the Henderson-Haggard Chlorine Process, which is installed under Positive Guarantee to eliminate odors.

It is safe, simple, cheap.

W. J. SPRINGBORN  
Consulting Sanitary Expert

40 Rector St. New York

# Gorman-Brown Engineering Corporation

Specializing in the erection and equipment of

Packing Houses

Vegetable Oil Refineries

Preserved Food Plants

Executive Office

Suite 901, Barrett Building, 40 Rector Street

New York City

Cable Address:  
"Ernorbrown," New York

Telephone:  
Bowling Green 0584

Exclusive Engineers, Architects and Builders of the Chain of Packing Houses and diversified staple Food Manufacturing Plants being established by the Confederate Home Abattoirs Corporation

# **THE CASING HOUSE**

**Sheep Casings**

**Hog Casings**

**Beef Casings**

**BERTH. LEVI & Co., Inc.**

**ESTABLISHED 1882**

**NEW YORK  
LONDON**

**CHICAGO  
WELLINGTON, N. Z.**



## THE WEEK'S CLOSING MARKETS

## FRIDAY'S CLOSINGS.

## Provisions.

Hog products were stronger the latter part of the week with the rally in hogs and liberal Liverpool lard sales to Germany. This influenced strength in cottonseed oil. Hog receipts remained large. The U. S. Department of Agriculture reports the consumption of pork products from January to August at 4,000,000,000 lbs. compared with a little more than 3,000,000,000 lbs. last year. Lard exports for the same time were 619,000,000 lbs., compared to 430,000,000 lbs. last year.

## Cottonseed Oil.

Cottonseed oil is at new highs for the season. Trade is moderate and the market strong owing to the scarcity in spot oil, reduced cotton crop estimates and strength in crude and seed. Cash trade is good but consumption is lighter owing to lack of supplies. A private estimate has been issued putting the crop at 10,188,000 bales of cotton. Texas crude cottonseed is quoted at 10c bid. Packers paid 10½c in the valley.

Quotations on cottonseed oil at Friday noon were: October, \$11.76@11.80; November, \$11.09@11.10; December, \$10.71@10.73; January, \$10.68@10.70; February, \$10.70@10.73; March, \$10.72@10.75; April, \$10.75@10.85.

## Tallow Prices.

Quotations on tallow: Extra, 8c.

## Oleo and Stearine Prices.

Oleo stearine is quoted at 13c; extra oleo oil, 12½c.

## FRIDAY'S GENERAL MARKETS.

New York, September 21, 1923.—Spot lard at New York, prime western, \$13.00@13.00; Middle West, \$12.85@12.95; city steam, \$14.00@14.50; refined, continent, \$13.50; South American, \$14.50; Brazil, kegs, \$14.75; compound, \$13.50@14.00.

## Liverpool Provision Markets.

Liverpool, September 21, 1923.—(By Cable.)—Quotations today: Shoulders, square, 75s; shoulders, picnics, 49s; hams, long cut, 98s; hams, American cut, 93s; bacon, Cumberland cut, 100s; bacon, short backs, 81s; bacon, Wiltshire, 96s; bellies, clear, 83s; Australian tallow, 39s 6d to 40s 6d; spot lard, 71s 6d.

## Hull Oil Market.

Hull, England, September 21, 1923.—(By Cable.)—Refined cottonseed oil, 41s; crude cottonseed oil, 37s.

## ARGENTINE BEEF EXPORTS.

Cabled reports of Argentine exports of beef of the week up to September 21, 1923, show exports from that country were as follows: To England, 68,727 quarters; to the Continent, 21,668 quarters; to other ports, none.

Exports for the previous week were: To England, 108,942 quarters; to the Continent, 224,061 quarters; to other ports, none.

## HIDE PRICES DECREASE.

During 1923, hide prices have showed a marked decrease since the first of the year, approaching August to within less than a cent per pound the average for the same period of 1921. The average price for the month of August was about 21 cent below the average for August, 1921.

Hide prices last year showed a marked decline from January to April, as they did during 1921, but advanced steadily to the end of the year. Hide prices for 1922 showed a substantial increase over those for 1921. The market during 1922 reached a high point of 23 cents in November, but declined in December.

## SLAUGHTER REPORTS.

Special reports to The National Provisioner show the number of livestock slaughtered at the following centers for the week ending Saturday, Sept. 15, 1923:

	CATTLE.		
	Week ending Sept. 15.	Prev. week.	Cor. week.
Chicago	34,589	42,325	31,335
Kansas City	38,189	38,045	39,640
Omaha	19,680	22,611	24,606
East St. Louis	14,636	14,786	13,680
St. Joseph	10,276	9,721	9,449
St. Louis City	6,147	5,725	4,529
St. Paul	981	910	772
Cudahy	9,302	9,170	14,078
South St. Paul	2,305	2,132	2,595
Fort Worth	1,904	1,680	1,995
Philadelphia	2,394	1,747	1,067
Indianapolis	1,172	1,081	1,081
Boston	7,607	7,758	4,036
New York and Jersey City	6,785	1,295	.....
Oklahoma City	991	.....	.....
Milwaukee	.....	.....	.....

## HOGS.

Chicago	113,431	115,445	103,900
Kansas City	38,445	42,515	26,456
Omaha	41,983	38,222	39,556
East St. Louis	48,176	38,798	34,096
St. Joseph	26,478	19,491	30,177
St. Louis City	22,774	18,041	15,000
St. Paul	12,466	11,895	12,963
Cudahy	.....	6,100	5,900
Cedar Rapids	11,954	7,079	8,244
Ottumwa	.....	25,100	19,189
South St. Paul	.....	5,876	7,703
Fort Worth	19,927	18,623	17,499
Philadelphia	17,039	14,960	18,060
Indianapolis	17,383	14,860	12,991
Boston	48,696	39,824	42,169
New York and Jersey City	12,877	9,763	5,425
Oklahoma City	7,384	6,437	8,300
Milwaukee	.....	13,900	9,100
Cincinnati	.....	.....	.....

## SHEEP.

Chicago	106,120	45,325	37,662
Kansas City	23,493	15,881	25,383
Omaha	32,637	32,072	31,033
East St. Louis	7,672	38,790	7,408
St. Joseph	9,922	9,889	8,990
St. Louis City	1,700	1,508	3,925
St. Paul	462	444	472
South St. Paul	.....	.....	8,725
Fort Worth	1,372	1,719	.....
Philadelphia	5,667	5,818	8,881
Indianapolis	1,710	966	905
Boston	5,546	8,018	6,817
New York and Jersey City	45,650	45,135	39,544
Oklahoma City	7	38	437
Milwaukee	959	1,174	.....

\*Report missing.

## EXPORTS OF PROVISIONS.

Exports of provisions from the Atlantic and Gulf ports for the week ending Sept. 15, 1923, with comparisons:

	PORK, BBLIS.		
	Week ended Sept. 17, 1923.	Week ended Sept. 16, 1922.	From Nov. 1, 1922, to Sept. 17, 1923.
United Kingdom	804	2,008	5,068
Continent	.....	.....	23,673
So. and Cent. Amer.	.....	496	.....
West Indies	443	17,776	.....
B. N. A. Colonies	.....	870	.....
Other countries	.....	290	.....
Total	804	2,606	48,187

## BACON AND HAMS, LBS.

United Kingdom	14,169,600	8,003,000	500,812,654
Continent	5,579,400	3,343,750	208,682,850
So. and Cent. Amer.	.....	312,700	.....
West Indies	.....	4,106,000	.....
B. N. A. Colonies	102,000	164,300	.....
Other countries	.....	738,400	.....
Total	19,851,000	11,346,750	714,816,904

## LARD, LBS.

United Kingdom	4,460,511	5,962,285	241,732,379
Continent	13,660,983	8,276,882	524,319,579
So. and Cent. Amer.	20,000	2,551,673	.....
West Indies	.....	8,284,000	.....
B. N. A. Colonies	.....	61,000	.....
Other countries	.....	246,448	.....
Total	20,141,494	10,239,167	777,215,079

## RECAPITULATION OF THE WEEK'S EXPORTS.

	Pork, bblis.	Bacon and hams, lbs.	Lard, lbs.
From—			
New York	804	8,375,000	17,724,494
Boston	.....	502,000	.....
Philadelphia	.....	66,000	.....
New Orleans	.....	29,000	.....
Montreal	.....	10,974,000	2,331,000
Total, week	804	19,851,000	20,141,494
Previous week	485	18,422,500	17,474,144
Two weeks ago	1,402	18,462,000	23,416,961
Cor. week, 1922	2,606	11,346,750	10,239,167

Comparative summary of aggregate exports, in lbs., from Nov. 1, 1922, to Sept. 17, 1923:

1922-1923.	1921-1922.	Increase.	
Pork	9,833,400	6,605,900	3,027,500
Bacon and hams	714,816,904	483,045,967	231,771,937
Lard	777,215,079	525,250,930	251,964,149

## NEW YORK LIVESTOCK.

The following are the receipts for week ending September 15, 1923:

	Cattle.	Calves.	Hogs.	Sheep.
Jersey City	4,236	8,828	10,101	33,625
New York	891	1,269	20,428	1,193
Central Union	3,598	1,546	99	13,038
Total for the week	8,725	11,643	30,628	47,846
Previous week	7,479	12,134	25,032	45,679
Two weeks ago	8,705	13,279	29,449	55,181

## RECEIPTS AT CENTERS.

SATURDAY, SEPTEMBER 15, 1923.

	Cattle.	Hogs.	Sheep.
Chicago	1,000	6,000	1,000
Kansas City	600	2,000	600
Omaha	100	4,000	.....
St. Louis	700	4,000	800
St. Joseph	200	1,800	1,500
St. Louis City	1,500	5,000	.....
St. Paul	2,400	200	300
Oklahoma City	100	500	.....
Fort Worth	200	100	.....
Milwaukee	100	100	.....
Denver	200	200	3,200
Louisville	200	1,000	400
Wichita	400	100	.....
Indianapolis	200	6,000	.....
Pittsburgh	100	1,800	300
Cincinnati	300	2,500	1,000
Buffalo	100	3,200	1,000
Cleveland	400	2,000	800
Nashville	.....	1,300	.....
Toronto	700	400	100

MONDAY, SEPTEMBER 17, 1923.

	Cattle.	Hogs.	Sheep.
Chicago	30,000	58,000	39,000
Kansas City	33,000	16,000	19,000
Omaha	23,000	8,500	34,000
St. Louis	15,000	20,000	3,000
St. Joseph	6,000	5,500	2,000
St. Louis City	9,000	5,000	500
St. Paul	11,500	1,500	3,500
Oklahoma City	3,500	1,500	.....
Fort Worth	5,000	1,500	500
Milwaukee	200	300	100
Denver	5,000	1,000	14,000
Louisville	1,300	2,700	300
Wichita	3,500	1,500	100
Indianapolis	1,500	7,000	200
Pittsburgh	2,000	7,000	4,500
Cincinnati	3,200	6,500	4,500
Buffalo	2,000	11,000	7,000
Cleveland	1,400	4,000	1,700
Nashville	600	2,500	300
Toronto	4,500	1,700	3,100

TUESDAY, SEPTEMBER 18, 1923.

	Cattle.	Hogs.	Sheep.
Chicago	11,000	27,000	28,000
Kansas City	26,000	18,000	15,000
Omaha	16,000	6,500	30,000
St. Louis	10,000	22,000	4,500
St. Joseph	4,500	5,000	2,500
St. Louis City	5,000	7,000	800
St. Paul	5,000	8,000	3,500
Oklahoma City	1,600	1,700	.....
Fort Worth	3,000	2,200	2,500
Milwaukee	600	3,000	400
Denver	1,500	1,800	5,000
Cleveland	1,400	1,000	500
Wichita	1,300	1,000	.....
Indianapolis	1,200	12,000	800
Pittsburgh	200	1,500	600
Cincinnati	600	4,000	1,100
Buffalo	400	4,500	1,000
Cleveland	200	2,000	700
Nashville	100	1,400	.....
Toronto	600	600	800

WEDNESDAY, SEPTEMBER 19, 1923.

	Cattle.	Hogs.	Sheep.
Chicago	12,000	27,000	30,000
Kansas City	17,000	17,000	12,000
Omaha	6,500	8,000	23,000
St. Louis	8,000	18,000	3,000
St. Joseph	4,000	9,000	1,200
St. Louis City	3,000	7,500	300
St. Paul	5,500	9,000	4,500
Oklahoma City	1,300	1,000	.....
Fort Worth	3,200	1,500	500
Milwaukee	500	1,500	200
Denver	700	300	1,600
Cleveland	200	1,000	500
Wichita	1,300	1,200	200
Indianapolis	1,200	9,000	200
Pittsburgh	100	2,500	100
Cincinnati	1,000	3,500	2,200
Buffalo	100	4,000	800
Cleveland	300	3,500	1,000
Nashville	100	1,600	100
Toronto	1,900	1,400	200

THURSDAY, SEPTEMBER 20, 1923.

	Cattle.	Hogs.	Sheep.
Chicago	11,000	25,000	32,000
Kansas City	4,000	9,000	12,000
Omaha	3,000	5,000	10,000
St. Louis	3,000	7,500	2,000
St. Joseph	2,000	6,500	3,500
St. Louis City	1,800	3,500	400
St. Paul	4,800	8,500	2,200
Oklahoma City	600	1,500	.....
Fort Worth	2,000	1,000	100
Denver	1,200	1,700	28,100
Wichita	200	1,400	.....
Indianapolis	1,000	8,000	.....
Pittsburgh	100	3,000	500
Cincinnati	1,200	12,000	1,000
Buffalo	100	1,700	500

FRIDAY, SEPTEMBER 21, 1923.

	Cattle.	Hogs.	Sheep.
Chicago	4,000	22,000	17,000
Kansas City	1,500	9,000	8,000
Omaha	400	4,500	3,000
St. Louis	2,000	8,000	300
St. Joseph	400	4,000	1,500
St. Louis City	900	3,500	100
St. Paul	2,700	5,800	5,500
Oklahoma City	1,000	2,000	.....
Fort Worth	1,500	500	500
Denver	300	200	7,000
Wichita	150	1,200	.....
Indianapolis	600	7,000	400
Pittsburgh	100	1,800	600
Cincinnati	800	5,600	1,700
Buffalo	200	5,100	4,000

# LIVE STOCK MARKETS

## CHICAGO.

(Reported by U. S. Bureau of Agricultural Economics.)  
Chicago, September 20.

**CATTLE**—The unevenness surrounding the fed steer and yearling market was probably the most marked so far this year and values milled about so uncertainly as to defy accurate quoting. In general weighty matured steers declined 50c, spots more, while fed yearlings met broader outlet due to the activity of small killers, and while their selling basis was very uneven, price declines were mostly measured by 25@40c.

Although highly finished matured steers topped at \$13.00 and prime yearlings at \$12.50, relatively few weighty grain-fed bullocks exceeded \$12.00 and the supply of youngsters above \$11.75 was meager. Western grassers were offered freely and sold rather actively, a circumstance due principally to competition between feeder buyers and killers. Better grades of western grass steers closed slightly lower in sympathy with the decline on short-fed natives; best Montanas in load lots went to killers upward to \$9.50.

Fed steers and yearlings predominated in the receipts. Most other killing classes, offered eagerly, held practically steady with a week earlier although unevenness featured the outlet for in-between grades of fat cows and beef heifers. Veal calves advanced 25@50c, packers paying \$13.50 and above and shippers upward to \$14.00.

**HOGS**—Further depression netted losses amounting to 20@40c for most hogs, while some of the lighter offerings which have been bulking larger in receipts suffered 50@60c declines. Accumulated reductions lowered the top to \$8.75 on Wednesday, which proved the low day for the period and was \$1.00 under the high point two weeks ago. An outstanding feature has been the gradual switch by buyers from 160 to 200-lb. averages to those scaling more than 200 lbs. and more. In some instances 250-lb. averages sold within 10c of the top. Killing pigs were a drag on the market and prices ruled 50@75c lower.

**SHEEP**—Supplies locally and in the aggregate at ten markets exceeded any four-day period since the week ending October 22, 1921. A sustaining factor in fat lamb trade was the lack of slaughter lambs in western shipments, a much larger proportion of feeders was included. Killing lambs lost mostly 25c as did yearlings and lightweight sheep. Heavy offerings in the sheep division showed as much as 50c declines. Top western lambs reached \$14.40 today, as against \$14.75 a week ago. Best wethers topped today at \$9.40 and averaged around 110 pounds.

## KANSAS CITY.

(Reported by U. S. Bureau of Agricultural Economics.)  
Kansas City, Mo., September 20, 1923.

**CATTLE**—Buying interest centered on the few loads of choice fed yearlings included in the run and these escaped a decline. But the general drift to all other killing steers was lower. In a general way values have been lowered as follows: Better grades fed steers, 15@25c; grassers and medium fed steers as much as 25@60c; best matured topped at \$11.65; yearlings up to \$12.25, with Kansas grass fed steers up to \$10.00. She stock was scarce and showed some strength.

Instances are cited on canners and cutters that show as much as 15@25c advance. Bull demand was active throughout the period at an advance of 15@25c. Veal calves have moved up 25@50c for the period. Practically all top selected light vealers \$10.00.

**HOGS**—With receipts somewhat larger than a week ago practically all grades of hogs showed declines for the week. Desirable butcher weights lost largely 10@25c while the lighter weights declined as

much as 25@35c. Shipping demand slackened to some extent and that feature was partly responsible for the drop in values. Choice butchers sold at \$8.50 today against \$8.80 a week ago.

**SHEEP**—A liberal increase in receipts arrived locally and prices declined around 25@40c on fat western lambs, a part of the decline being regained on late sessions. Values on other classes show little change for the week. Best western lambs today cleared at \$13.85, bulk making \$13.25@13.85. Natives were very scarce, few selling above \$12.50, with culls mostly \$8.00@8.50. Fat ewes arrived in increased numbers. Most feeder lambs cashed at \$12.00@13.00.

## ST. LOUIS.

(Reported by U. S. Bureau of Agricultural Economics.)  
National Stock Yards, Ill., Sept. 20.

**CATTLE**—Buyers had control of the market this week and being intensely bearish succeeded in establishing price discounts in many places. Native beef steers and long yearlings suffered most. Compared with a week ago choice beef steers closed 25c lower, other grades 50@75c lower; western steers 25@50c lower; best light yearlings and heifers 25c lower, lower grades off 25@50c; choice beef cows steady, other grades 25c lower; canners and bulls steady; light vealers 75c@1.00 higher; stockers and feeders barely

## LIVESTOCK PRICES AT LEADING MARKETS.

Following are livestock prices at five leading Western markets on Thursday, September 20, as reported to THE NATIONAL PROVISIONER by leased wire of the Bureau of Agricultural Economics, U. S. Department of Agriculture:

	CHICAGO.	KANSAS CITY.	OMAHA.	E. ST. LOUIS.	ST. PAUL.
<b>Hogs:</b>					
TOP	8.85	8.50	8.25	8.75	8.40
BULK OF SALES	7.90@ 8.70	7.85@ 8.45	7.40@ 8.00	8.35@ 8.65	7.00@ 8.25
Hvy. wt. (250-350 lbs.), med.-ch.	8.10@ 8.75	7.90@ 8.15	7.75@ 8.15	8.00@ 8.60	7.50@ 8.00
Med. wt. (200-250 lbs.), med.-ch.	8.50@ 8.85	8.25@ 8.50	7.90@ 8.25	8.25@ 8.75	7.75@ 8.25
Lt. wt. (160-200 lbs.), com.-ch.	8.00@ 8.85	7.60@ 8.50	7.50@ 8.15	7.80@ 8.60	8.00@ 8.40
Lt. lt. (130-160 lbs.), com.-ch.	7.65@ 8.00	7.00@ 8.25	...	7.00@ 8.60	7.50@ 8.40
Pkg. hogs, smooth	7.40@ 7.85	6.90@ 7.40	7.50@ 7.70	7.00@ 7.25	7.00@ 7.50
Pkg. hogs, rough	7.00@ 7.40	6.50@ 6.90	7.25@ 7.50	6.80@ 7.15	6.75@ 7.00
Slight. pgs. (130 lbs. down), med.-ch.	6.00@ 7.50	...	...	6.75@ 7.85	7.00@ 7.50
Fdr. and str. pigs (70-130 lbs.), com.-ch.	...	6.25@ 7.50	5.25@ 6.50	5.00@ 6.75	6.00@ 7.50
Av. cost and wt. Wed. (pigs excluded)	8.11-243 lbs.	8.01-229 lbs.	7.32-276 lbs.	8.41-198 lbs.	...
(Soft or oily hogs and roasting pigs excluded.)					
<b>Slaughter Cattle and Calves:</b>					
STEERS (1,100 LBS. UP):					
Choice and prime	11.90@13.00	10.90@12.50	10.90@12.50	11.75@12.75	11.00@12.00
Good	10.10@11.90	9.40@10.90	9.25@10.90	10.25@11.75	9.25@11.00
Medium	8.15@10.10	7.65@ 9.40	7.75@ 9.25	7.60@10.25	7.00@ 9.25
Common	6.35@ 8.15	6.00@ 7.65	6.00@ 7.75	6.00@ 7.60	5.50@ 7.00
STEERS (1,100 LBS. DOWN):					
Choice and prime	11.90@12.75	10.35@12.25	10.75@12.25	11.50@12.50	11.00@12.00
Good	10.40@11.40	9.15@10.35	9.40@10.75	10.00@11.50	9.25@11.00
Medium	8.00@10.00	7.50@ 9.15	7.50@ 9.00	7.40@10.00	6.50@ 9.25
Common	6.00@ 8.00	5.25@ 7.50	5.00@ 7.50	5.00@ 7.40	4.50@ 6.50
Canner and cutter	3.25@ 5.75	3.00@ 5.25	3.00@ 5.00	2.75@ 4.75	2.50@ 4.50
LT. YRLG. STEERS AND HEIFERS:					
Good to prime (800 lbs. down)	9.65@12.25	8.75@11.00	8.25@10.75	10.00@11.25	8.00@11.00
HEIFERS:					
Good-ch. (850 lbs. up)	8.75@11.35	6.50@ 9.00	6.50@ 9.50	8.00@ 9.50	6.50@10.00
Com.-med. (all weights)	4.50@ 8.75	4.00@ 6.75	4.00@ 6.50	3.75@ 7.75	4.00@ 6.50
<b>COWS:</b>					
Good and choice	5.65@ 8.75	5.25@ 7.50	4.75@ 8.00	5.25@ 7.50	4.50@ 7.50
Common and medium	3.60@ 5.45	3.40@ 5.25	3.25@ 4.75	3.75@ 5.00	3.00@ 4.50
Canner and cutter	2.85@ 3.90	2.15@ 3.40	2.00@ 3.25	2.25@ 3.50	2.00@ 3.00
<b>BULLS:</b>					
Good-ch. (beef yrlds. excluded)	5.50@ 7.50	4.25@ 6.25	4.25@ 7.00	5.00@ 6.75	4.50@ 6.00
Can.-med. (canner and bologna)	3.75@ 5.35	2.75@ 4.25	3.00@ 4.25	2.50@ 5.00	2.25@ 4.50
<b>CALVES:</b>					
Med.-ch. (190 lbs. down)	9.00@13.75	6.50@10.00	7.00@10.00	7.50@13.50	6.50@10.25
Com.-med. (190 lbs. down)	4.60@ 8.75	3.00@ 6.50	3.50@ 7.00	3.00@ 6.00	4.00@ 6.00
Med.-ch. (190-260 lbs.)	6.50@13.50	5.50@ 9.75	6.00@ 8.50	6.00@ 9.50	5.00@ 9.00
Med.-ch. (260 lbs. up)	5.00@ 8.50	5.50@ 7.25	4.50@ 8.00	6.00@ 9.00	4.00@ 7.00
Cull-Com. (190 lbs. up)	3.00@ 8.25	3.00@ 4.25	3.25@ 6.00	2.50@ 4.75	2.00@ 5.00
<b>Slaughter Sheep and Lambs:</b>					
Lambs, med.-pr. (84 lbs. down)	12.25@14.50	11.25@13.85	11.25@13.50	11.25@13.50	11.25@13.00
Lambs, cull-com. (all weights)	9.00@12.25	7.50@11.25	8.50@11.25	7.00@11.25	8.00@11.25
Yearling wethers, med.-prime	8.75@11.75	7.75@11.00	8.00@11.00	7.50@11.25	7.50@11.00
Wethers, med.-pr. (2 yrs. old and over)	5.25@ 9.50	5.25@ 8.50	6.00@ 8.00	4.50@ 8.00	4.50@ 8.50
Ewes, common to choice	3.75@ 7.10	3.90@ 6.50	3.00@ 6.00	3.50@ 6.50	3.00@ 6.25
Ewes, canner and cull	1.00@ 3.75	1.00@ 3.50	1.00@ 3.00	1.00@ 3.50	1.50@ 3.00

**J. W. MURPHY**  
OMAHA

**Buyer of Hogs  
on Order**

SPECIAL ATTENTION GIVEN  
YOU WILL BE PLEASED

6 COMPETENT BUYERS  
7 ASSISTANTS

**We Handle Hogs Only**  
Utility and Cross Cypher

Reference:—Any Meat Packer

**Buy Your Hogs** on the Indianapolis Live Stock Market

in the midst of the greatest hog raising section of the United States—and of course order them from

**Indianapolis Whiting & McMurray** Indiana

LIVE STOCK PURCHASING AGENTS



steady; matured steers topped at \$12.10; long yearlings, \$12.25; light yearlings, \$11.00; mixed yearlings, \$10.75.

**HOGS**—Sharply increased receipts totaling about 72,000 in four days sent values to the lowest point in five weeks and an excited market for weighty butchers featured the week's porcine trade. Medium weights moved to the top of the price ladder and lights fell into second place. Declines of 50@60c are noted on light hogs, 25@40c on medium and heavy, 50c on pigs, and 25@40c on packing sows. Top today was \$8.75, paid for medium weights, light hogs moving mostly from \$8.50@8.60.

**SHEEP**—Lambs recorded a 75c@1.00 break for the week, choice kinds bringing \$13.25 today against \$14.00 a week earlier. Culls after an early break are steady, selling at \$8.00 largely. A dull week in sheep brought no changes of interest. Good light ewes are bringing \$6.00, heavies \$4.00.

### OMAHA.

(Reported by U. S. Bureau of Agricultural Economics.)  
Omaha, Neb., September 20, 1923.

**CATTLE**—Liberal supplies together with a declining eastern meat market afforded buying interests the upper hand and prime trimming was resorted to. Declines were generally 25@40c. Early declines were halted by midweek. Quality of the offerings was below the average of recent weeks. Well conditioned steers and yearlings were scarce, best fed steers making \$11.40. Range steers topped to killers at \$8.50. Sales of grass cows and heifers were most numerous from \$3.50@5.25; canners and light veals sold at stronger figures, with heavy calves uneven and generally steady. Bologna bull prices were boosted 25@35c.

**HOGS**—Lack of shipper competition for the better grades of hogs worked values 25@75c lower for the seven-day period. Packing grades are unchanged with last Thursday's levels. Bulk 200 to 300-lb. butchers, \$7.85@8.15; top, \$8.25; bulk packing grades, \$7.40@7.60.

**SHEEP**—Heavy receipts this week favored buying interests and prices broke sharply early in the week with today's prices on fat lambs 50@65c lower than on

Thursday of last week. Western lambs of desirable weights sold largely today at \$13.35 with top price at \$13.50; natives, \$12.35@12.85. Mostly sheep are about 50c lower than a week ago.

### SIoux CITY, IA.

(Special Letter to The National Provisioner.)  
Sioux City, Ia., Sept. 19.

**CATTLE**—The cattle market is in the worst shape seen at this point in many months. Receipts for the half week total above 18,000, largely from the ranges, of feeder quality, and the stocker division of the yards completely clogged. Weather is bad and fair crowds are not taking to cattle. Outgoing trade is smaller than last week and there are thousands of good class cattle on bargain counters in the stocker division. Condition is much the same at Chicago and other outside market points.

Prices for corn-fed beef cattle are off 25@50c from high spot of ten days ago while 50c to \$1.00 per hundred does not more than cover declines of medium beef cattle and the stocker and feeder grades. Only a few choice beef steers here today, the best of which sold at \$12.15 per hundredweight, not many above \$11.50, and the bulk from \$11.00 down to \$10 for pretty good dressed beef cattle and medium styles running down to \$9.00 and under. Fancy feeders \$8.00 and the bulk below \$7.25. Best grass cows and heifers about \$4.50@5.00.

**HOGS**—Hogs took another slump with light weight being hit hardest. Receipts are light here but are running heavy and increasing at Southern market points. With 7,000 here today and 17,600 for the half week, prices were 10@20c lower today with best light butchers at \$8.10 and bulk of the good light and light medium butchers at \$7.75@8, best heavy butchers \$7.75, and the fair to good grades of heavy and heavy mixed packing droves \$7.25@7.50.

**SHEEP**—Sheep were lower with receipts light.

### ST. JOSEPH.

(Special Letter to The National Provisioner.)  
So. St. Joseph Mo., Sept. 18, 1923.

**CATTLE**—Cattle receipts for two days this week were around 10,000 head, and were practically all from western territory. With the exception of fed steers and yearlings, which are strong to 25c higher, prices on all classes of cattle are little changed. Native steers were only fair, sales ranging largely \$9.00@10.00. Yearlings ranged \$8.85@10.75. Better grades of western steers sold \$7.50@9.25, and plain kinds ranged down to \$5.00 and under. A few head of choice fed cows ranged \$6.50@7.50, but sales above \$5.50 were not plentiful. Most of the fair to good westerns sold \$3.25@4.25, and canners and cutters \$2.25@3.00.

Grass heifers sold \$4.75@6.50 and fed kinds sold up to \$9.00. Bulls sold mostly \$3.00@4.00. Calves held steady with tops at \$10.00. Stockers and feeders were plentiful, with the big end from Texas points. Feeders sold \$4.75@7.25, and stockers mostly \$5.50@7.00. Texas stock calves brought \$5.25@6.75. Stock cows sold \$3.00@3.35 and heifers \$3.75@5.25.

**HOGS**—Hog receipts were light, totaling around 10,000 for two days, which was about the same as a week ago. Despite light supplies there was a weak undertone to the trade each day and values declined mostly 15@25c, compared with last Saturday. Tuesday's top was \$8.60, and bulk of sales \$8.20@8.45, few sales being made above the latter figure. Packing sows sold

### E. E. JOHNSTON

Established 35 Years

### Hog Buyers Exclusively

Live Stock Exchange

East Buffalo, N. Y.

You Get  
What You Want  
in buying  
**Cattle or Hogs**  
on order from  
**Schwartz-  
Feaman-Nolan Co.**  
Kansas City Stock Yards  
Kansas City, Missouri

### JOHN HARVEY & CO.

Order Buyers

### CATTLE EXCLUSIVELY

Omaha, Neb. Sioux City, Iowa

References:

Live Stock National Bank, Omaha  
" " " " Sioux City

Utility Cipher

DENVER REPRESENTATIVES  
A. W. Hand & Co.

### ORDER BUYERS

**Bob Sundheimer & Co.**

National Stock Yards, Ill.

**Cattle Calves Hogs  
Sheep Lambs**

Local and Long Distance Phones:  
Bell, East 814 Kinloch, St. Clair 886-R

References:  
National Stock Yards, National Bank,  
and our customers

## Live Stock KENNETT Buyers Only

**P. C. KENNETT & SON**  
Bourbon Stock Yards, Louisville, Ky.

**P. C. KENNETT & SON**  
Union Stock Yards, Nashville, Tenn.

**P. C. KENNETT & SON**  
Union Stock Yards, Montgomery, Ala.

**KENNETT, COLINA & CO.**  
Union Stock Yards, Cincinnati, Ohio

**KENNETT, SPARKS & CO.**  
National Stock Yards, E. St. Louis, Ill.

**KENNETT, MURRAY & DARNELL**  
Union Stock Yards, Indianapolis, Ind.

**KENNETT, MURRAY & CO.**  
Union Stock Yards, Lafayette, Ind.

**KENNETT, MURRAY & COLINA**  
M. C. Stock Yards, Detroit, Mich.

Order Buyers  
of

**Cattle Calves  
Hogs Lambs**

**Henry Knight & Son**

Bourbon Stock Yards  
Louisville, Ky.

References: Dun & Bradstreet

Tuesday mostly at \$7.25, with a few sales at \$7.35@7.50.

**SHEEP.**—Sheep receipts for two days numbered about 2,800, bulk of which were billed direct to packers from other markets. Scarcity of offerings held the market up, despite sharp breaks at other points. Compared with last week's close values are around 25c lower. Native lambs sold up to \$13.25 and fed westerners \$13.50@13.85. No range lambs were offered. Fair quality Idaho ewes sold at \$6.25 and feeders brought \$5.50. No yearlings or wethers were offered the trade.

### ST. PAUL.

(Reported by U. S. Bureau of Agricultural Economics and Minnesota Dept. of Agriculture.)  
South St. Paul, Minn., Sept. 19, 1923.

**CATTLE.**—Somewhat larger receipts here and elsewhere, lower markets at outside points and a somewhat lighter demand for stockers and feeders were all bearish influences in this week's cattle trade. Compared with a week ago canner cows and bologna bulls are selling at strong to slightly higher prices but other killing cattle are generally weak to 25c lower.

Practically no grain-fed fat steers, yearlings or she stock are being included in current marketings. Grass-fat beefs are selling from \$4.50 to \$8.50 with the bulk \$7.50 and down. Grass-fat she stock continues to sell largely within the \$3.00 to \$5.00 limits, a limited number of the better offerings \$5.50 to \$6.50. Cattle receipts up to mid-week totaled slightly less than 19,000 head compared with marketings of 17,483 the same period a week ago.

**HOGS.**—Butcher and bacon hogs show a net decline of about 50c on the average compared with a week ago with packing sows weak to 25c lower. Bulk of the 150 to 250 pound hogs of good and choice grades sold today at \$8.00 to \$8.25, one load \$8.35, with heavier butchers at \$7.50 to \$7.75. Bulk of the packing sows went at \$7.00.

**SHEEP.**—Fat lamb prices are declining nearly as rapidly this week as they advanced last week. Bulk of the fat natives cashed today at \$12.50, heavy lambs mostly \$11.00, culls largely \$8.00. Trade in fat ewes is dull, 90 to around 130 pounds averages selling today to packers at \$5.50 to \$6.00, with heavier weights mostly from \$4.00 to \$5.00.

### NEW LIVESTOCK GRADING.

A complete tentative schedule of market classes and grades for cattle, calves, hogs, sheep and lambs has been worked out by the U. S. Department of Agriculture, and is recommended for use by all branches of the livestock industry. The present classification consists in an elaboration and refinement of that used during the past five years by the Marketing Live Stock, Meats and Wool Division of the Bureau of Agricultural Economics in reporting most of the larger livestock markets of the country. A major portion of the classification is already being used by many individuals and organizations as well as numerous publications which use the Federal market reports.

In the schedule worked out an effort has been made to make it sufficiently complete to meet the needs of any livestock market regardless of the classes or grades of stock prevailing on such markets. A unique feature of the schedule is that the major sub-

divisions, namely, classes and grades, are as a rule based on permanent or fixed characteristics inherent in the animals and which can therefore be considered independently of supply, demand, trade preference, price or other similarly fluctuating conditions.

Sex condition has been made the basis of class, whereas quality, conformation and finish are the bases of grade. These two major subdivisions appear respectively at the beginning and the end of the schedule. Between the two, several less important groups occur such as "age selection," "use selection" and "weight selection." The limits of these groups vary at different markets and at different times but the schedule is arranged so that such variations can be given full weight without in the least changing or modifying the fundamentals of the schedule.

In working out the classification no attempt was made by the department to change or modify existing trade practices. The main effort, the department says, was to provide machinery for grouping in logical order the transactions actually occurring on various livestock markets, and then to provide suitable nomenclature for the various groups so that a clear picture of the market may be presented to producers and the trade. The department is planning also to publish a series of bulletins describing in detail the various classes and grades of each kind of livestock.

### PACKERS' PURCHASES.

Purchases of livestock by packers at principal centers for the week ending Sunday, Sept. 15, 1923, are reported to The National Provisioner as follows:

CHICAGO.			
	Cattle.	Hogs.	Sheep.
Armour & Co.	5,996	12,500	10,766
Swift & Co.	8,859	16,700	17,699
Morris & Co.	6,231	15,090	9,049
Wilson & Co.	4,439	10,500	8,864
Anglo-Amer. Prov. Co.	1,036	7,200	.....
G. H. Hammond Co.	3,736	9,200	.....

Brennan Packing Co., 6,700 hogs; Miller & Hart, 3,500 hogs; Independent Packing Co., 3,200 hogs; Boyd, Lunham & Co., 5,800 hogs; Western Packing & Provision Co., 10,000 hogs; Roberts & Oake, 4,000 hogs; others, 14,400 hogs.

KANSAS CITY, MO.			
	Cattle.	Calves.	Hogs.
Armour & Co.	5,700	2,067	9,381
Cudahy Pkg. Co.	4,544	1,825	5,896
Fowler Pkg. Co.	1,092	266	.....
Morris & Co.	4,925	2,036	5,517
Swift & Co.	6,334	2,574	8,954
Wilson & Co.	5,428	394	6,484
Local butchers.	890	114	2,213

Total ..... 28,913 9,276 38,445 23,493

OMAHA.			
	Cattle and calves.	Hogs.	Sheep.
Armour & Co.	3,787	10,538	6,301
Cudahy Pkg. Co.	4,783	12,541	11,937
Dold Pkg. Co.	1,039	5,342	.....
Morris & Co.	3,556	5,554	3,556
Swift & Co.	5,357	10,620	11,904
Glassberg, M.	25	.....	.....
Hoffman Bros.	121	.....	.....
Mayerowich & Vall	42	.....	.....
Mid-West Pkg. Co.	40	.....	.....
Omaha Pkg. Co.	47	.....	.....
John Roth & Sons	115	.....	.....
So. Omaha Pkg. Co.	21	.....	.....
Lincoln Pkg. Co.	345	.....	.....
Nagle Pkg. Co.	40	.....	.....
Sinclair Pkg. Co.	60	.....	.....
J. W. Murphy	8,373	.....	.....
Swartz & Co.	1,315	.....	.....
Others	3,295	.....	2,024

Total ..... 19,378 57,609 35,722

ST. LOUIS.			
	Cattle and calves.	Hogs.	Sheep.
Armour & Co.	4,278	6,907	2,006
Swift & Co.	3,744	8,858	2,493
Morris & Co.	1,696	5,292	470
St. Louis Dressed Beef Co.	947	.....	.....
Independent Pkg. Co.	1,118	3,271	.....
East Side Pkg. Co.	724	.....	.....
Hell Pkg. Co.	33	.....	.....
American Pkg. Co.	160	1,100	36
Krey Pkg. Co.	82	1,067	.....
Sieloff Pkg. Co.	102	241	.....
Butchers	23,130	46,501	9,205

Total ..... 36,074 75,236 14,300

ST. JOSEPH.			
	Cattle.	Calves.	Hogs.
Swift & Company	4,683	741	13,282
Hammond Pkg. Co.	1,934	414	6,843
Morris & Co.	1,802	487	5,300
Others	6,851	695	11,306

Total ..... 15,100 2,337 36,731 10,471

SIOUX CITY.			
	Cattle.	Calves.	Hogs.
Cudahy Pkg. Co.	2,171	240	11,920
Armour & Co.	2,322	115	12,259
Swift & Co.	665	27	818
Sacks Bros. Pkg. Co.	35	47	.....
Smith Bros. Pkg. Co.	30	36	.....
Local butchers	67	37	.....
Eastern packers	136	.....	13,211

Total ..... 5,426 502 38,208 1,687

OKLAHOMA CITY.			
	Cattle.	Calves.	Hogs.
Morris & Co.	2,321	1,254	6,253
Wilson & Co.	2,370	642	6,161
Others	116	82	463

Total ..... 4,807 1,978 12,877 7

INDIANAPOLIS.			
	Cattle.	Calves.	Hogs.
Eastern buyers	3,554	2,062	24,149
Kingman & Co.	1,703	378	15,447
Ind. Abat. Co.	1,127	66	918
Armour & Co.	252	44	3,990
Hilgemeier & Bros.	3	.....	858
Brown Bros.	189	22	.....
Bell Pkg. Co.	82	.....	817
Schuessler Pkg. Co.	32	.....	401
Meier Pkg. Co.	.....	.....	263
Ind. Provision Co.	33	.....	402
Wabritz	26	90	.....
Riverview Pkg. Co.	.....	.....	291
Miscellaneous	727	167	190

Total ..... 7,505 3,462 61,650 5,068

CINCINNATI.			
	Cattle.	Calves.	Hogs.
E. Kahn's Sons Co.	582	65	2,764
Kroger Groc. & Bak. Co.	272	102	820
C. A. Freund	113	73	233
Gus Juengling	121	140	.....
Schroth Pkg. Co.	22	.....	2,212
H. H. Meyer Pkg. Co.	40	.....	1,129
J. Hilberg & Son	115	21	.....
W. G. Rehn & Son	197	59	.....
Peoples Pkg. Co.	157	89	.....
J. Bauer & Son	73	22	.....
A. Sander Pkg. Co.	.....	.....	1,167
J. Vogel & Son	.....	.....	888
J. Hoffman's Sons Co.	.....	.....	481
Lohrey Pkg. Co.	.....	.....	171
Ideal Pkg. Co.	.....	.....	727
Sam Gall	.....	.....	775
J. Schlacter & Son	.....	.....	232
Erhardt & Son	.....	.....	46
F. Blackburn & Son	.....	.....	47
J. Stegner	.....	.....	68

Total ..... 1,692 571 11,392 1,573

WICHITA.			
	Cattle.	Calves.	Hogs.
Cudahy Pkg. Co.	1,253	986	7,615
Dold Pkg. Co.	372	49	5,476
Local butchers	206	.....	.....

Total ..... 1,831 1,035 13,091 248

ST. PAUL.			
	Cattle.	Calves.	Hogs.
Armour & Co.	3,244	2,388	10,200
Hertz & Rifkin	187	57	.....
Katz & Horne Pkg. Co.	380	60	.....
Swift & Co.	4,729	3,680	15,636
Others	897	105	5,465

Total ..... 9,437 6,339 31,301 6,816

### RECAPITULATION.

Recapitulation of packers' purchases by markets for the week ending Sept. 15, 1923, with comparisons:

Cattle.			
	Week ending Sept. 15.	Prev. week.	Cor. week.
Chicago	29,209	29,852	31,335
Kansas City	28,913	28,871	28,875
Omaha	19,378	20,334	26,923
St. Louis	36,074	37,445	35,854
St. Joseph	15,100	14,605	14,830
Sioux City	5,426	6,126	5,001
Oklahoma City	4,807	5,963	2,923
Indianapolis	7,505	6,748	5,968
Cincinnati	1,692	1,653	(*)
Wichita	1,831	1,513	1,393
Milwaukee	.....	1,902	(*)
St. Paul	9,437	8,399	.....

Total ..... 119,900 113,700 103,900

\*Report missing.



# HIDE AND SKIN MARKETS

(SHOE AND LEATHER REPORTER)

## Chicago.

**PACKER HIDES.**—Two packers sold 2,400 August-September native bulls at 11c, a steady level. No other business reported around the market. A moderate inquiry is noted for most varieties of hides. Heavy brands seem in request and there is some mild interest in native steers. Light cows would be taken in a small way at steady levels but sellers are endeavoring to advance quotations a quarter. Spreads have been moderately active of late at 17½c; native steers, 14½c; Texas and butts, 12½c; some ask 13c; Colorados, 11½c paid and 12c talked; branded cows, 9½@9¾c paid; some ask 10c. Heavy cows, 14c; lights, 12½c paid, 12½c asked; bulls, 11c; branded, 9@10c.

**COUNTRY HIDES.**—On account of the Jewish holiday very little in the way of interesting development is noted in the country hide situation. The market is apparently steady but lacks snap and go necessary to induce the payment of stronger levels. Sellers for the most part are talking strong levels for material but meet with resistance in obtaining better than last going levels. Tanners claim there is nothing in the leather situation warranting any higher rates for hides. Therefore they are shopping around before doing any purchasing. The light end of the list is the favored one with demands springing up at 10½@11½c range as to quality considerations. Most tanners do not care to better an 11c basis. Some call is also noted for the heavyweights at low levels and medium goods at last going rates. Local sellers are well supplied with stock it is said and are holding for a better outlet later. They refuse to become interested in offerings in the originating sections except at very low rates as most stock offered is of winter and spring quality for the most part. All weight stock quoted at 8@8½c delivered basis for the mediocre supplies while something better is quoted 8½@9c delivered basis; sale noted at the inside level for a lot containing 90% short haired goods. Heavy steers here are quoted 10@11c; heavy cows and butts here, 9@9½c paid and bid with sellers talking up to 10c. Outside lots quoted at 8½@9c delivered basis. Extremes range at 10½@11c paid and bid for mixed haired mildly grubby material, while something better is quoted 11½c paid and 12c usually talked. Branded country hides are listless and entirely nominal at 7½@8c flat; country packer branded hides, 8½@9½c; bulls, 8c; country packers, 9½@10c.

**NORTHWESTERN HIDES.**—Very little interest is manifested in Twin Cities offerings on account of the stock being largely winter and spring haired while buyers are interested mainly in the later take-off goods. A car of 45 lbs. up stock running about 25% long haired material made 9c and another car of slightly earlier dating sold at 8½c delivered basis. All weight material quoted up to 9c asked and light hides at 10½@11c asked. Calfskins sold at 16c for a car of first salted cities; resalted descriptions quoted 13@15c; horse, \$3.75@4.25 asked.

**CALFSKINS.**—Action in calfskins is nil but some earlier business is reported in a car of St. Louis city skins from first salt at 17c, equivalent to the recent Chicago price for cities. A local packer sold a couple of cars of September kipskins earlier in the week, details just coming to light now, at 15½c for natives, 14c for overweights, and 11½c for branded, all formerly paid figures. Packer calfskins are held at 18c but buyers talk 17½c market. All packers have September skins for sale. Local city skins quoted 17c paid; Twin Cities skins made 16c today; Michigan cities recently sold at 16c; Wisconsin stock was reported sold at 12½c. Resalted city and country skins range at 14@15c paid and nominal. Deacons are featureless

at \$1.00@1.15 nominal. Kipskins sold as noted above at 15½c again for packers; cities are offered at 15c; buyers talk 14½c, resalted mixed skins 11@14c for lots.

**MISCELLANEOUS MARKETS.**—Dry hides are quiet and featureless at 17@18c asked; demand limited and stocks small. Horse hides are sluggish. Renderers quoted \$4.25@4.75 asked and mixed parcels \$3.75@4.25 nominal. Packer shearlings sold at \$1.20 with earlier business at \$1.25 noted yesterday for straight run of ordinary quality. Lambskins range at \$1.25@1.50 paid. Demand is declared to be improving slowly because of better pulled wool market. Dry pelts 25@27½c and dull; pickled skins, \$6.25@7.75; hogskins, 15@30c.

## New York.

**PACKER HIDES.**—One day this week 3,500 July-August spready native steers sold at 17c, a steady level. Nothing new has developed in regular natives which are held for 14c. Buyers decline to pay better than 13½c at the moment and they are also importuned to take on stock of June dating. Native bulls were sold early in the week at 10½c, both straight and cut heads. Brands are in relatively small supply and inclined to be held a trifle higher. Last sales in butts were at 12c and Colorados 11c. Cows quoted 11½@12c.

**SMALL PACKER HIDES.**—The tendency to the small packer situation is toward strength. Action is a trifle slow at the moment as buyers are resisting the upward tendency as much as possible. All weight cows are quoted at 11½@12c with late business at these levels and also as low as 10½c for smaller parcels. Steers quoted at 12½@13c talked. Brooklyn natives and spreads sold 15c.

**COUNTRY HIDES.**—Reports are heard of action in the east in rather ample lines of country material and again well informed traders opine the situation borders on stagnation. Tanners, it is known, are interested in securing raw stock, their policies being governed with more optimism than for some time past, but underlying conditions are declared to be unchanged so that they are still forced of necessity to economical operations and are scrutinizing the qualifications of every lot before purchase. Tanners contend that speculators are taking hold of the situation again and that they cannot follow. A car of mid-west extremes sold at 11c today. Earlier business involved similar quality hides at 11½@11¾c. Southern stock sold at 9½@10½c for qualities and further ample offerings are declared available.

**CALFSKINS.**—N. Y. calf market is steady with three weights quoted, \$1.45-1.50-1.85-2.70 asked. 10,000 mixed skins sold \$1.35 for 4-5, \$1.40@1.45 for 5-7 and \$2.50 for 9-12's; car 7-9's alone sold \$1.50; also car 9-12's, \$2.15; car city lights 7 and down sold \$1.25. Car Penn. cities 4-5 and 5-7's sold \$1.35. Kips, \$3.20@3.25@4.25.

**HORSE HIDES.**—Car renderers, 55 avg., sold \$4.75. Car fronts sold \$4.00 B. A. 24 kilo hides sold \$3.87½; 8 kilos dry offered \$2.20.

**FOREIGN WET SALTED HIDES.**—Both American and European buyers paid stronger rates for standard varieties of frigorifico steers and this advance was augmented by more unfavorable exchange on the buying side. New business involved 3,000 steers at \$37.375 and 5,000 La Blancas at \$37.625 or 14½@14¾c. A thousand La Blancas also made a 14c basis; 2,500 Senasena cows topped \$30.50, or approximately 11½c; 2,000 La Blanca extremes sold to cost 13½c landed basis. Unsold holdings of standard varieties redeclared to be relatively small and in other quarters it is said holdings would approximate 75,000 altogether. Slaughterers are going into better quality hides and expect better prices to be continually noted. Type hides con-

tinue strong in tone and moderately active with Europe the largest operator at the moment. 3,000 type steers sold at 12½c today. Cows recently moved at 10c which was a slight advance. Common type hides, campos and similar quoted 7½c for cows and 9c lately paid on steers. Spot hides have been moving from time to time at steady levels.

## LEATHER TRADE IMPROVES.

The leather trade is improving slowly, according to the Central Leather Company, which issued its quarterly and semi-annual statements recently. The company shows for the quarter ended June 30 a deficit of \$79,617 after taxes and charges. This compares with \$1,490,977, or \$4.47 a share on the preferred stock in the preceding three months and a deficit of \$399,032 in the same quarter of 1922.

For this period the profit after repairs, etc., was \$1,092,167, against \$809,673 in 1922. Profit and loss deficit as of June 30 was \$3,954,268, comparing with \$3,874,632 March 31, and \$5,365,609 at the close of last year.

Combined earnings for the first half of 1923 showed a gross profit of \$3,736,162, compared with \$1,759,944 last year, and a net profit after general expenses of \$2,116,928 against \$136,794. After adding other income and deductions for interest charges, etc., there was a surplus of \$1,411,340, equal to \$4.23 a share on the outstanding preferred stock. This compares with a deficit of \$629,249 for the same period last year.

## CHICAGO HIDE QUOTATIONS.

(Special Report to The National Provisioner from J. F. Nicolas.)

Chicago, Sept. 22, 1923.—Quotations on hides at Chicago for the week ending Sept. 22, 1923, with comparisons, are as follows:

PACKER HIDES.		Week ending Sept. 22, '23.	Week ending Sept. 15, '23.	Corresponding week, 1922.
Spready native steers	17	@17½c	17	@17½c @25c
Heavy native steers	14	@14½c	14	@14½c @22c
Heavy Texas steers	12	@12½c	12	@12½c 10½ @20c
Heavy butt branded steers	12	@12½c	12	@12½c 10 @19½c
Heavy Colorado steers	11	@11½c	11	@11½c @19c
Ex-Light Texas steers	9½	@9½c	9½	@10c 16 @16½c
Branded cows	9½	@9½c	9½	@9c 16 @16½c
Heavy native cows	14	@14c	14	@14c @20c
Light native cows	12½	@12½c	12	@12½c @19c
Native bulls	11	@11c	11	@11c 15½ @19c
Branded bulls	9	@9c	9	@9c 14½ @15c
Calfskins	17½	@18c	17½	@18c 21 @22c
Kip	15	@15½c	15	@15½c 20 @21c
Slunks, regular	1.40	@1.40	1.40	\$1.00@1.10
Slunks, hairless	35	@75c	35	@75c 45 @90c
Light, Native, Butts, Colorado and Texas steers	1c	per lb. less than heavies.		

## CITY AND SMALL PACKERS.

	Week ending Sept. 22, '23.	Week ending Sept. 15, '23.	Corresponding week, 1922.
Natives, all weights	12	@12½c	11½ @12c 18 @18½c
Bulls, native	10	@10½c	10 @10½c @14c
Branded hides	9	@9½c	@9½c 15 @15½c
Calfskins	16½	@17c	@16½c 20 @21c
Kip	14½	@15c	15 @15½c 19 @20c
Light calf	\$1.25@1.35	\$1.25@1.35	\$1.15@1.25
Slunks, regular	\$1.15@1.25	\$1.15@1.25	\$0.90@1.00
Slunks, hairless	30	@60c	30 @60c 40 @80c

## COUNTRY HIDES.

	Week ending Sept. 22, '23.	Week ending Sept. 15, '23.	Corresponding week, 1922.
Heavy steers	10	@10½c	10 @10½c 14½ @15c
Heavy cows	9	@9½c	8½ @9c 14 @14½c
Butts	9	@9½c	8½ @9c 14 @14½c
Extremes	10	@11c	9½ @10½c 15½ @16½c
Bulls	8	@8½c	8 @8½c @11c
Branded	7½	@8c	7½ @8c 11 @12c
Calfskins	13	@14c	13 @14c 17 @18c
Kip	12	@13c	12 @13c 16 @17c
Light calf	\$1.20@1.25	\$1.20@1.25	\$1.10@1.15
Deacons	\$1.00@1.10	\$1.00@1.10	\$0.90@1.00
Slunks, regular	\$0.75@1.00	\$0.75@1.00	\$0.50 @60c
Slunks, hairless	25	@30c	25 @30c
Horsehides	\$3.00@4.00	\$3.00@4.00	\$4.50@5.00
Hogskins	20	@25c	20 @25c 15 @20c

## SHEEPSKINS.

	Week ending Sept. 22, '23.	Week ending Sept. 15, '23.	Corresponding week, 1922.
Large packers—Wool pelts out of season.			
Small packers—Wool pelts out of season.			
Wings	\$1.10@1.15	\$1.10@1.15	\$0.85@0.95
Packers' spring lambs	\$1.25@1.70	\$1.30@1.50	\$1.50@1.90
Country pelts	\$1.50@1.75	\$1.50@1.75	\$1.25@1.75
Dry pelts	25	@27c	25 @27c

# ICE AND REFRIGERATION

## ICE NOTES.

The Crystal Ice & Fuel Co., Polk avenue and Milby streets, Houston, Tex., will build a \$12,000 ice plant.

Plans for the erection of a \$250,000 ice plant at Empalme, Mexico, are being formulated. The plant will manufacture 50 tons of ice daily, and will be owned by the Southern Pacific of Mexico Railroad.

It is reported construction work will begin shortly on the 15-ton ice factory planned for Wewoka, Okla.

A cold storage plant will be added to the ice plant of the Porterville Ice Co., Porterville, Cal.

The Enterprise Packing Co., Enterprise, Ore., will install an ice making plant.

The Lindsay Community Ice Co. have opened a branch ice plant at Porterville, California.

It is reported the ice plant at Attalia, Ala., is to be enlarged and modernized.

J. R. McCleskey, Otto Aricola, and others have purchased the Gadsden Ice & Coal Co., Gadsden, Ala., and will remodel and improve same.

The Atlantic Ice & Coal Co., Chattanooga, Tenn., have begun work on the plant improvements; expansion consists of several units.

O. Lambeth will erect a \$100,000 ice and cold storage plant at Colorado, Tex.

Lukli Investment Co., Inc., will erect an ice plant, having a daily capacity of 20 tons, at El Paso, Tex.

O. D. Dillingham will erect a \$75,000 ice plant at Winters, Tex.

The Bristol Ice & Coal Co., Bristol, Va., has been incorporated with a capital stock of \$50,000.

## POULTRY IN COLD STORAGE.

Holdings of frozen poultry in the United States on September 1, 1923, with comparisons ('000s omitted) are reported by the U. S. Bureau of Agricultural Economics as follows:

	Aug. 1, 1923.	5-year avg.	Sept. 1, 1922.	Sept. 1, 1923.
Broilers .....	3,125	5,092	5,238	4,596
Roasters .....	11,081	2,951	4,536	6,916
Fowls .....	6,306	4,743	3,897	4,510
Turkeys .....	8,617	2,523	3,204	7,377
Miscellaneous .....	12,171	9,714	10,796	10,707

Total 41,250 25,003 27,671 34,106  
NOTE—These holdings include stocks in both cold storage warehouses and packing house plants. Thousands, i. e., 000, omitted from above tables. Excepting case eggs, all items in terms of pounds.

## FRENCH COLD STORAGE PROGRESS.

The Société d'Alimentation de Provence in France has a slaughterhouse with cold storage at Champfleury, near Avignon, of considerable importance, says a recent report. It covers 60,000 square metres on a convenient piece of land, and as this is not too far from the port of Marseilles North African cattle can be received on a satisfactory economic basis. It has good rail connections.

The refrigerating installation includes eight cold chambers in two floors and an ice factory of 150 kilogrammes per hour capacity. The capacity of the cold stores is 1,930 cubic metres. The insulation is carried out with cork slabs.

In the machine room there are three ammonia compressors driven by electricity: two of 110,000 cold units each, are Fixary machines, the third, of 50,000 cu. u., a Humboldt. The establishment is to deal with by-products in a way to justify its being called an industrial slaughterhouse with refrigerating plant, such as has been the idea of the reformers of France's slaughterhouse system for some time.

The constructional engineers were the Société de Moteurs à Gas et d'Industrie Mécaniques, Paris; and the architect was M. Pastré, of Avignon.

## 37 YEARS WITH "BOSS" FIRM.

On September 14 it was 37 years that John J. Dupps, Sr., started to work for the Cincinnati Butchers' Supply Co., whose first vice-president he is now. This was the day after Oscar C. Schmidt, the treasurer of the firm and head of its machine department, was born.

As both Mr. Dupps, Sr., and Mr. Schmidt, with Mr. John J. Dupps, Jr., represented their firm at the Atlantic City convention, a short session of the company's directors was held to compliment these two business-getters on their long and faithful services and to wish them and their wives a happy journey and a good time at the convention.

## Cold Storage Insulation

All Kinds of Refrigerator Construction

**JOHN R. LIVEZEY**

Glenwood Avenue  
West of 22nd St.

PHILADELPHIA, PA.

BANNER ROCK WOOL

**INSULATION**

BANNER ROCK PRODUCTS CO.

ALEXANDRIA INDIANA.

FIRE PROOF AND FLEXIBLE  
FOR TANKS-VATS-DRYERS-  
BOILERS-ANYTHING HOT  
Write for Information



## Freezer and Cooler Rooms for the Meat and Provision Trade

Specialists in **CORK INSULATION** Details and Specifications on request

207 E. 43rd St.

**Morrow Insulating Co., Inc.** NEW YORK

## BRINE SPRAY COOLING SYSTEMS

**"SPRARITE"**

NOZZLES for BRINE SPRAY SYSTEMS have been adopted as standard by the largest packing houses in the world. Their dependability is taken for granted and economy is well known.

BE SURE YOU HAVE SELECTED RIGHT—TO AVOID FUTURE EVENTUAL REPLACING OF SPRAY NOZZLES WITH THE "SPRARITE".

Be One of the Satisfied Users.

**BINKS SPRAY EQUIPMENT CO.** 3126 CARROLL AVE  
CHICAGO



**Ingersoll-Rand**

AMMONIA COMPRESSOR  
IS USED IN THE VOGT  
COMPRESSION SYSTEM

MANUFACTURERS OF ICE AND REFRIGERATING EQUIPMENT—DROP FORGED STEEL VALVES AND FITTINGS  
WATER TUBE AND HORIZONTAL RETURN TUBULAR BOILERS—OIL REFINERY EQUIPMENT.

## TO USERS OF REFRIGERATION

Your plant conditions demand either the Absorption or Compression type of refrigerating equipment. Let us aid you with our experience in selecting the machine which fits your requirements, assuring you the most efficient and economical service.

**Vogt**

**Refrigerating Equipment**

Absorption—Compression  
**HENRY VOGT MACHINE CO.**

INCORPORATED  
Louisville, Ky.



BRANCH OFFICES  
NEW YORK—CHICAGO  
PHILADELPHIA—DALLAS





## PURITY IS ESSENTIAL IN AMMONIA

For Refrigerating and Ice Making. Because nothing will reduce the profits of your plant so surely as Ammonia laden with organic impurities.

# BOWER BRAND ANHYDROUS AMMONIA

is made from pure Aqua Ammonia of our own production, thoroughly refined and purified. Send for Free Booklet.

**Henry Bower Chemical Manufacturing Co.,** 29th Street and Gray's Ferry Road  
PHILADELPHIA, PA.

*SPECIFY BOWER BRAND ANHYDROUS AMMONIA which may be obtained from the following:*

Atlanta—M. & M. Warehouse Co.  
Baltimore—Wernig Moving, Hauling & Storage Co., Frank R. Small, 619 Equitable Bldg.  
Boston—G. W. Goerner, 40 Central St.  
Buffalo—Central Supply Co.; Keystone Warehouse Co.  
Cleveland—Curtis Bros. Transfer Co.  
Detroit—Breanan Truck Co.  
El Paso—R. E. Huthstainer, 615 Mills Bldg.  
Jacksonville—Service Warehouse Co.

Los Angeles—Mailliard & Schmiedell.  
Mexico, D. F.—F. Bezary, Jr., 7 a de Colima 225 B.  
New York—Roessler & Hasslacher Chemical Co., 709 6th Ave.  
Newark—American Oil & Supply Co.  
New Orleans—O. E. Lewis & Co., Inc., 633 Camp St.  
Norfolk—Southgate Forwarding & Storage Co.  
Pittsburgh—Pennsylvania Transfer Co.; Pennsylvania Brewers Supply Co., 153 10th St.

Philadelphia—Henry Bower Chemical Mfg. Co.  
Richmond—Bowman Transfer & Storage Co.  
Rochester—Rochester Warehouse & Distributing Co., 1 Mt. Hope St.  
Savannah—Savannah Brokerage Co.  
San Francisco—Mailliard & Schmiedell.  
Seattle—Mailliard & Schmiedell.  
Tampa—Charles Hovey, Room 316, Citizens Bank Bldg.  
Toledo—Moreton Truck Co.; G. H. Weddle & Co., 1932 Canton St.  
Washington—Littlefield, Alvord & Co.

### NEW STANDARD PROVISION PLANT.

The new home of the Standard Provision Company at Eighth and Callowhill streets, Philadelphia, Pa., is being rushed to completion and when completed will be one of the most modern provision plants in America.

R. T. Randall & Company, Philadelphia, Pa., who secured the contract for all machinery and equipment in the entire new plant, are exceedingly busy in their mechanical department on the Standard order, and say they will again demonstrate what "Randall Service" means to the trade. In fact the Randall company has already gotten much of the machinery and equipment ready awaiting the building contractor's word to go ahead with the installations.

This new plant promises to be a model, especially from the standpoint of cleanliness and modern equipment.

### AT PACKERS' CONVENTION.

(Continued from page 177.)

F. H. Knief, Wilson and Company, Chicago, Ill.

Chas. H. Knight, Louisville Provision Co., Louisville, Ky.

Barney L. Kohn, Guggenheim Bros., Chicago, Ill.

E. C. Kortenhoff, Detroit Packing Co., Jackson, Mich., and Mrs. Kortenhoff.

George Kramer, United Master Butchers of America, New York, N. Y., and Mrs. Kramer.

F. H. Krantz, Swift and Company, Philadelphia, Pa.

(Continued on page 198.)



The Key that  
Unlocks the Door  
to INCREASED PROFITS

THOUSANDS of York Machines have paid for themselves, and are now earning substantial dividends for their owners. These machines are designed for service, built of the best materials for the purpose, thoroughly tested and rigidly inspected before shipment. They are self-contained, require very little attention and do not require a skilled operator. There is probably no other equipment you can buy that will be a greater help in increasing your profits than a York Refrigerating Machine.

### YORK MANUFACTURING CO.

(Ice Making and Refrigerating Machinery Exclusively)

YORK - - - - PENNA.



### BRANCH OFFICES

Toronto	Cincinnati	Denver
Boston	Atlanta	New Orleans
Brooklyn	Chicago	Houston
Philadelphia	Omaha	Los Angeles
Pittsburgh	St. Louis	San Francisco
Cleveland	Kansas City	Seattle

### FOR ABATTOIR IN NEW BRUNSWICK.

Montreal, Canada, September 20, 1923.—The establishment of a modern abattoir and the building up of a market for New Brunswick beef and pork in Great Britain are two of the outstanding needs of that province, according to Hon. W. R. Motherwell, Federal Minister of Agriculture, who was in St. John, N. B., recently.

He thought that a modern abattoir would be a great benefit to the agricultural interests of the province. With such a plant, New Brunswick would have proper inspection for its beef, pork and other meats and would be in a position to build up a market in Great Britain in competition with the other countries.

If You Need

# MECHANICAL REFRIGERATION

of Any Description

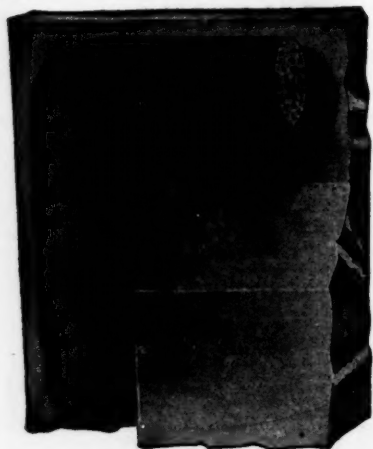
You Need Us

Works:

BAYONNE, N. J.

THE CLOTHEL REFRIGERATING CO.

61 BROADWAY  
NEW YORK CITY



## STOP COLD-AIR LEAKS WITH

### WIRFS WATERPROOF "AIRTITE" CUSHION GASKET

FOR REFRIGERATORS AND COLD STORAGE DOORS, AIRTIGHT SECTIONAL COOLING ROOM AND REFRIGERATOR-JOINTS, RAILWAY COACHES, DWELLINGS AND ALL OTHER PURPOSES REQUIRING AIRTIGHT, DUSTPROOF, WATERPROOF, OR NOISELESS MEANS OF CLOSURE-CONTACTS

MADE IN 3 SIZES;  
(ANY LENGTH)



NO. 1 LARGE



NO. 2 MEDIUM



NO. 3 SMALL

SIMPLY TACK ON—  
TURN THE CORNERS!  
(SEE CUT)

REGULARLY FURNISHED WITH BLACK RUBBERIZED CASING; CAN ALSO BE HAD WHITE RUBBERIZED CASING.

GET SAMPLES AND PRICES, STATING QUANTITY NEEDED.  
WILL SAVE YOU MANY DOLLARS.

**E.J. WIRFS 113 so. 17TH ST., ST. LOUIS, MO.**

## STEEL TANKS



Special Jacketed Skimming Tank

TANKS OF ALL KINDS, RIVETED OR WELDED  
PRESSURE AND JACKETED TANKS  
FABRICATORS AND ERECTORS OF SHEET AND  
PLATE STEEL WORK  
SMOKE STACKS AND BREECHINGS  
*Send Specifications for Quotations*

**LITTLEFORD BROS.**

425 E. PEARL ST.

CINCINNATI, O

### AT PACKERS' CONVENTION.

(Continued from page 197.)

Fred Krey, Krey Packing Co., St. Louis, Mo.

Carl P. J. Kroeck, Cudahy Bros. Company, Cudahy, Wisc.

Christian Kunzler, Ch. Kunzler Co., Lancaster, Pa., and Mrs. Kunzler.

Joseph Kurdle, Wm. Schludenberg-T. J. Kurdle Co., Baltimore, Md., and Mrs. Kurdle.

Harry J. Larison, Home Packing & Ice Co., Terre Haute, Ind.

C. W. Lauer, L. Dyer & Co., Pittsburgh, Pa.

Geo. Lauth, Heil Packing Co., St. Louis, Mo.

E. F. Lavan, Libby, McNeill & Libby, Philadelphia, Pa.

Arthur Lavin, Stark Provision Co., Canton, O., with Mrs. Bonart and daughter.

Harry Lavin, Stark Provision Co., Canton, O., and Mrs. Lavin.

H. Ralph Leavitt, Canada Casing Co., Ltd., Montreal, Canada.

Howard Leonard, President, Illinois Agricultural Association, Chicago, Ill.

G. Le Personne, Parser & Le Personne, Antwerp, Belgium.

O. S. Lewis, Toledo Union Stock Yards, Toledo, Ohio.

F. G. Leydorf, South Side Packing Co., Toledo, Ohio.

M. Liff, Colonial Provision Co., Boston, Mass.

John R. Livezey, Philadelphia, Pa.

A. D. Loffler, A. Loffler Provision Co., Washington, D. C., and Mrs. Loffler.

A. K. Loffler, A. Loffler Provision Co., Washington, D. C.

S. R. Logwood, The Brecht Co., St. Louis, Mo.

Arthur Lowenstein, Wilson and Company, Chicago, Ill.

Herman Luer, Luer Bros. Packing & Ice Co., Alton, Ill.

W. A. Lynde, Wilson and Company, New York, N. Y.

R. D. MacManus, Armour & Company, Chicago, Ill.

Howard W. McCall, J. H. Allison & Co., Chattanooga, Tenn.

J. P. McCusker, J. M. McCusker & Co., Boston, Mass.

Walter McFarlane, Sullivan Packing Co., Detroit, Mich.

George D. McLaughlin, University of Cincinnati, Cincinnati, O.

S. A. McMurray, of J. P. Grant, New York City, N. Y.

Edward H. Maffey, J. Vogel & Son, Cincinnati, O.

C. Macfarlane, American Can Co., New York City, N. Y.

David G. Madden, East Tennessee Packing Co., Knoxville, Tenn., and Mrs. Madden.

Philip Mades, Boston Sausage & Provision Co., Boston, Mass.

A. J. Major, Major Bros. Packing Co., Mishawaka, Ind., and Misses Ethel and Marie Major.

Henry Manaster, Harry Manaster & Bro., Chicago, Ill.

Morton Mannheimer, Evansville Packing Co., Evansville, Ind.

Paul March, A. H. March Packing Co., Bridgeport, Pa.

Henry W. Marston, Corkran, Hill & Co., Baltimore, Md.

D. W. Martin, Institute of American Meat Packers, Chicago, Ill., and Mrs. Martin.

Julius Marx, Wilson and Company, Chicago, Ill.

Howard C. Mather, Paterson Parchment Paper Co., Passaic, N. J.

Max Matthes, President, Wilmington Provision Co., Wilmington, Del.

George C. Mayer, Vice-President, Paterson Parchment Paper Co., Passaic, N. J.

Oscar F. Mayer, Oscar Mayer & Co., Inc., Chicago, Ill.

Oscar G. Mayer, Oscar Mayer & Co., Inc., Chicago, Ill.

Arthur Meeker, Armour & Company, Chicago, Ill.

James P. Lennon, Chicago, Ill.

Albin A. Meluskey, Shenandoah Abattoir Co., Shenandoah, Pa., and Mrs. Meluskey.

E. C. Merritt, Indianapolis Abattoir Co., Indianapolis, Ind., and Mrs. Merritt.

Charles Meyer, Wilson and Company, Baltimore, Md.

George N. Meyer, Fried & Reineman Packing Co., Pittsburgh, Pa., and Mrs. Meyer.

Jack C. Meyers, Allbright-Nell Co., Chicago, Ill., and Mrs. Meyers.

Louis Meyer, Louis Meyer Co., Brooklyn, N. Y.

Samuel Millar, W. A. Millar & Co., Philadelphia, Pa.

J. W. Mitchell, The Brecht Co., St. Louis, Mo.

Dr. John R. Mohler, Chief, Bureau of Animal Industry, Department of Agriculture, Washington, D. C.

David Moog, Wilson-Martin Co., Philadelphia, Pa.

Jacob Moog, Vice-President, Wilson and Company, Chicago, Ill.

Geo. D. Morgan, Morgan Bros., Richmond, Va.

A. V. H. Mory, Biscuit & Cracker Manufacturers' Association, Chicago, Ill.

C. Robert Moulton, Institute of American Meat Packers, Chicago, Ill.

M. E. Moyer, West Carrollton Parchment Co., Dayton, O.

W. J. Mullaley, American Can Co., Chicago, Ill.

J. W. Murphy, Omaha, Neb.

Edward Nagle, Cudahy Packing Company, Chicago, Ill.

Michael Nagle, Cudahy Packing Company, Chicago, Ill.

W. S. Nicholson, Wilson and Company, Chicago, Ill.



John P. Nolan, Wynantskill Mfg. Company, Troy, N. Y.

G. H. Nuckolls, Nuckolls Packing Company, Pueblo, Colo., Mrs. Nuckolls and Miss Nuckolls.

John E. O'Brien, Cudahy Packing Company, Philadelphia, Pa.

Pat. E. O'Connor, White Motor Company, Cleveland, Ohio.

C. Offenhauser, Consolidated By-Products Company, Philadelphia.

Chas. H. Ogden, Pittsburgh Provision and Packing Company, Pittsburgh, Pa.

R. M. Othwaite, John Morrell and Company, Philadelphia, Pa.

John Paton, Wilson and Company, Chicago, Ill.

C. F. Peters, Peters Packing Company, McKeesport, Pa.

Clarence Peters, of John Peters, Williamsport, Pa.

Miss Martha B. Phillips, The National Provisioner, New York, N. Y.

F. N. Phillips, Birmingham Packing Company, Birmingham, Ala.

J. P. Phillips, Birmingham Packing Company, Birmingham, Ala.

H. L. Piel, Jr., Corkran, Hill and Company, Baltimore, Md., and Mrs. Piel.

W. C. Pierce, W. C. Pierce and Company, Norfolk, Va.

Louis Pincus, of Louis Pincus, Philadelphia, Pa.

H. A. Pinney, American Can Company, Chicago, Ill.

Herbert G. Pointer, Jos. Phillips Company, Washington, D. C.

J. R. Poole, J. R. Poole Company, Boston, Mass.

Robert E. Power, president Power Packing Plant, Nashville, Tenn.

A. T. Pratt, Paterson Parchment Paper Company, Wilkesburg, Pa.

Phillip Provo, Home Packing Company, Toledo, Ohio.

J. W. Rawleson, Armour and Company, Philadelphia, Pa.

W. D. Richardson, Swift and Company, Chicago, Ill.

Geo. H. Rader, Reading Abattoir Company, Reading, Pa.

Sidney H. Rabinowitz, Colonial Provision Company, Inc., Boston, Mass.

Wm. Rabinowitz, Standard Provision Company, Philadelphia, Pa.

J. W. Rath, Rath Packing Company, Waterloo, Iowa.

R. A. Rath, Rath Packing Company, Waterloo, Iowa.

Chas. S. Rauh, Indianapolis Abattoir Company, Indianapolis, Ind.

Frank E. Reed, Payne and Reed, Philadelphia, Pa.

Thomas Reid, Blumenstock & Reid Company, Cleveland, Ohio.

J. K. Rickey, Cudahy Packing Company, Hartford, Conn.

M. J. Reidy, Cudahy Packing Company, Philadelphia, Pa.

Walter E. Reineman, Fried and Reineman Packing Company, Pittsburgh, Pa., Mrs. E. A. Reineman and Miss Katherine Reineman.

W. E. Renfro, Armour and Company, St. Joseph, Mo., and Mrs. Renfro.

John Rettberg, Wm. Schludenberg-T. J. Kurlde Company, Baltimore, Md., and Mrs. Rettberg.

Walter J. Richter, Chicago, Ill.

Wm. H. Ridgway, Craig Ridgway and Son Company, Coatesville, Pa.

W. T. Riley, Philadelphia, Pa.

Col. John Roberts, president Miller and Hart, Chicago, Ill.

Fred A. Rochester, director of publicity, Wilson and Company, Chicago, Ill.

Herman Roehling, Cudahy Bros. Company, Cudahy, Wis.

B. Rogers, Western Weighing and Inspection Bureau, Chicago, Ill.

Albert T. Rohe, Rohe & Brother, New York, N. Y., and Mrs. Rohe.

Charles Rohe, Rohe & Brother, New York, N. Y.

J. R. Rohr, Wilson and Company, Chicago, Ill.

James Rose, Swift and Company, Chicago, Ill.

M. Rosenbach, Wilson and Company, Chicago, Ill.

Chas. E. Roth, John C. Roth Packing Company, Cincinnati, Ohio.

Leo. Rothschild, Wilson-Martin Company, Philadelphia, Pa.

F. E. Rudy, Morris and Company, Philadelphia, Pa.

F. D. Rudy, Waterloo, Iowa.

J. I. Russell, Wilson and Company, Boston, Mass.

H. L. Skellinger, Wilson and Company, New York, N. Y.

D. G. Sabin, Wilson and Company, Chicago, Ill.

Sol Salinger, J. S. Hoffman Company, New York, N. Y.

Henry G. Schaffner, Schaffner Bros. Company, Erie, Pa., and Mrs. Schaffner.

Geo. L. Schein, Oscar Mayer and Company, Inc., Chicago, Ill.

Albert M. Schenk, Allied Packers, Inc., Wheeling, W. Va.

Fred G. Schenk, Columbus Packing Company, Columbus, Ohio.

Otto Schenk, Allied Packers, Wheeling, W. Va.

Geo. C. Schepp, Wheeling Corrugating Company, Columbus, Ohio.

Wm. F. Schludenberg, Wm. Schludenberg-T. J. Kurlde Company, Baltimore, Md., and Mrs. Schludenberg.

Aug. Schmidt, Home Packing Company, Toledo, Ohio.

Oscar C. Schmidt, Cincinnati Butchers Supply Company, Cincinnati, Ohio, and Mrs. Schmidt.

Wm. J. Schmidt, Seltzer Packing Company, Pottsville, Pa., and Mrs. Schmidt.

N. C. Schneider, J. M. Schneider and Sons, Ltd., Kitchener, Ontario.

C. N. Schrag, The Brecht Company, New York, N. Y.

F. S. Schrauder, Schrauder and Company, Monroe, Mich., and Mrs. Schrauder.

Otto V. Schrenk, The National Provisioner, New York, N. Y.

Elmer J. Schroth, The J. & F. Schroth Packing Company, Cincinnati, Ohio.

Elmore M. Schroth, The J. and F. Schroth Packing Company, Cincinnati, Ohio.

Irvin H. Schroth, The J. and F. Schroth Packing Company, Cincinnati, Ohio.

Norman Schroth, The J. and F. Schroth Packing Company, Cincinnati, Ohio.

Lloyd Schwenger, Cleveland Keen Kut Manufacturing Company, Cleveland, Ohio.

S. J. Schwenger, The Cleveland Keen Kut Manufacturing Company, Cleveland, Ohio, and Mrs. Schwenger.

Mr. Sheldon, Wilson and Company, Chicago, Ill.

Robert Shiell, Parker Webb Company, Detroit, Mich.

W. W. Shoemaker, Armour and Company, Chicago, Ill.

E. Simon, of John S. Weaver, Lebanon, Pa.

Archer C. Sinclair, T. M. Sinclair and Company, Ltd., Cedar Rapids, Iowa.

V. D. Skipworth, vice-president Wilson and Company, Chicago, Ill.

Howard R. Smith, president Shafer and Company, Baltimore, Md., and Mrs. Smith.

Richard C. Smith, John E. Smith Sons Company, Buffalo, N. Y.

Frederic S. Snyder, Batchelder and Snyder Company, Boston, Mass.

J. M. Snyder, C. A. Durr Packing Company, Inc., Utica, N. Y.

Herbert M. Sostman, Julius Sostman and Sons, Inc., Philadelphia, Pa.

Joseph P. Spang, Jr., Swift and Company, Harrisburg, Pa.

Fred A. Spicer, Jos. Phillips Company, Washington, D. C.

Beecher Starbird, Armour and Company, Chicago, Ill.

Edwin C. Starr, North Packing and Provision Company, Boston, Mass.

Joel Starrels, J. P. Grant and Company, Chicago, Ill.

J. C. Stentz, John Morrell and Company, Sioux Falls, S. Dak.

William H. Stern, Mechanical Manufacturing Company, Chicago, Ill.

F. W. Steusloff, Valley Packing Company, Salem, Ore.

Joseph Steuer, Oscar Mayer and Company, Inc., Chicago, Ill.

Sam Stretch, Van Loan and Company, New York, N. Y.

Dr. Frank M. Surface, United States Department of Commerce, Washington, D. C.

A. V. Swarthout, United States Department of Agriculture, Washington, D. C., and Mrs. Swarthout.

Chas. H. Swift, Swift and Company, Chicago, Ill.

G. F. Swift, Swift and Company, Chicago, Ill.

J. T. Taylor, J. T. Taylor Brokerage Company, Pittsburgh, Pa., and Mrs. Taylor.

J. T. Taylor, Dunlevy-Franklin Company, Pittsburgh, Pa.

M. C. Teufel, Theurer-Norton Provision Company, Cleveland, Ohio.

F. H. Thoman, Detroit Packing Company, Lansing, Mich.

F. J. Thoman, Detroit Packing Company, Jackson, Mich., and Mrs. Thoman.

Harry Thompson, Libby McNeill and Libby, Chicago, Ill.

F. M. Tobin, president Rochester Packing Company, Inc., Rochester, N. Y., and Mrs. Tobin.

Eugene Urban, Heil Packing Company, St. Louis, Mo.

E. S. Urwitz, Dryfus Packing and Provision Company, Lafayette, Ind.

Robert E. Vissman, C. F. Vissman and Company, Louisville, Ky.

Jacob Vogel, president Jacob Vogel and Son, Cincinnati, Ohio.

F. C. Vogelbach, Jacob Vogel and Son, Cincinnati, Ohio.

Charles H. Vogt, F. G. Vogt and Sons, Inc., Philadelphia, Pa.

Frederick A. Vogt, F. G. Vogt and Sons, Inc., Philadelphia, Pa., and Mrs. Vogt.

Wilfred J. Watkins, Victor Meat Company, Philadelphia.

Hon. Henry C. Wallace, Secretary of Agriculture, Washington, D. C.

Edwin J. Ward, United Cork Companies, Chicago, Ill.

E. S. Waterbury, Armour and Company, Chicago, Ill.

John S. Weaver, Lebanon, Pa.

S. H. Weil, Brennan Packing Company, New York, N. Y.

Frank B. Welland, Welland Packing Company, Phoenixville, Pa.

Leopold Weill, Weill and Isaacs, Brooklyn, N. Y., and Mrs. Weill.

Aug. Weissenberger, West Side Sausage Works, Toledo, Ohio.

L. D. H. Weld, Swift and Company, Chicago, Ill.

E. N. Wentworth, Armour and Company, Chicago, Ill.

A. D. White, Swift and Company, Chicago, Ill., and Mrs. White.

Paris O. White, Wheeling Corrugating Company, Chicago, Ill.

R. A. White, R. A. White and Company, Norfolk, Va.

F. S. White, The Brecht Company, Chicago, Ill.

W. H. White, Jr., White Provision Company, Atlanta, Ga.

Wm. H. White, III, White Provision Company, Atlanta, Ga.

J. A. Wiederstein, president John Hoffmann's Sons Company, Cincinnati, Ohio.

Thomas E. Wilson, Wilson and Company, Chicago, Ill.

H. C. Woodruff, The Brecht Co., New York, Mrs. Woodruff and Miss Morgan.

W. W. Woods, vice-president Institute of American Meat Packers, Chicago, Ill.

Oliver Wynne, Norfolk, Va.

R. E. Yocum, Cudahy Packing Company, Chicago, Ill.

J. Brooks Young, Washington, D. C.

Joseph F. Young, Cudahy Packing Company, Philadelphia, Pa.

Karl M. Zaeh, Louisville Provision Company, Louisville, Ky.

# Chicago Section

Ben Barrows of the by-products department of the Jacob Dold Packing Co., Buffalo, N. Y., was in Chicago this week.

Packers' purchases of livestock at Chicago for the first three days of this week totaled 33,115 cattle, 6,614 calves, 71,905 hogs, and 47,800 sheep.

Swift & Company's sales of carcass beef in Chicago for the week ending Saturday, September 15, 1923, for shipment sold out, ranged from 7.00 to 20.00 cents per pound, averaged 13.50 cents per pound.

A. A. Davidson, president of the Davidson Commission Co., who has been ill with an infection of the salivary gland for the past two weeks, has passed the critical time and is now at his home where he is beginning to recuperate.

Provision shipments from Chicago for the week ending September 15, 1923, with comparisons, were as follows:

	Last week.	Prev. week.	Last year.
Cured meats, lbs.	20,009,000	16,196,000	14,261,000
Lard, lbs.	13,311,000	11,213,000	12,136,000
Fresh meats, lbs.	27,748,000	22,620,000	24,272,000
Fork, bble.	4,030	4,000	5,000
Canned meats, boxes.	14,000	12,030	20,000

A. A. Blakley, well known Denver commission man, was re-elected president of the Denver Livestock Exchange at the annual election of officers held in the Exchange rooms recently. Mr. Blakley served the Exchange as president last year. He also served in the same capacity in 1906, and again in 1918. J. Duncan McKee was re-elected vice-president, and Charles G. Smith and Ben Kemper were elected members of the board of directors to serve for two years. There are five members of the board, the other three being Z. D. Havens, Willis Boyd and George Lowell.

## C. W. Riley, Jr.

**BROKER**

2109 Union Central Bldg., Cincinnati, O.  
Provisions, Oils, Greases and Tallow  
Offerings Solicited

H. P. Henschien R. J. McLaren

**HENSCHEN & McLAREN**  
Architects

1637 Prairie Ave. Chicago, Ill.  
PACKING PLANTS AND COLD STORAGE  
CONSTRUCTION

Fred J. Anders Chas. H. Reimers

**Anders & Reimers**  
ARCHITECTS  
ENGINEERS

314 Erie Bldg. Packing House  
Cleveland, O. Specialists

## GORE IS NEW AID TO WALLACE.

Appointment of Howard M. Gore as Assistant Secretary of Agriculture to succeed Charles W. Pugsley, who recently resigned to accept the presidency of the South Dakota State Agricultural College, was made recently by President Coolidge upon recommendation of Secretary Wallace. Since the passage of the Packers'

## Meat Trade Movies—No. 43.



## HE ROPES 'EM EVERY TIME.

The Will Rogers of the sausage game is R. H. Gifford of Swift & Company. In addition to being a baritone soloist of repute, Ray has learned the lesson of "Quality and Service" in making and selling sausage. That's why they all envy him.

and Stockyards' Act, Mr. Gore has been in charge of the Division of Trade Practices of the Packers' and Stockyards' Administration.

Mr. Gore was born on a farm in West Virginia and lived on the farm continuously until 1913. At that time, because of financial interest in business enterprise, he was obliged to divide his time between the farm and business. He graduated from West Virginia University and is a member of the Board of Education of that State.

At the present time, he owns a farm of 500 acres in West Virginia and with his brothers is joint owner of two other large farms in that State.

He has specialized in the production and feeding of beef cattle, dairy cattle and sheep. Through his purchases of feeding cattle in the West, and the fact that much of his time with the Department of Agriculture has been spent in western States, Mr. Gore has a wide acquaintance with stockmen and farmers, both in the corn belt and range states, and is thoroughly familiar with agricultural conditions in that area.

When the American Farm Bureau Federation appointed the Committee of Fifteen to consider better methods of marketing livestock, Mr. Gore was designated as one of the members. For three years preceding his connection with the Packers' and Stockyards' Administration he was president of the West Virginia Hereford Breeders' Association, and from 1912 to 1916 was president of the West Virginia Livestock Association. As a recognition of his services in the livestock industry Mr. Gore, also, was made a life member of the International Livestock Exposition several years ago.

Mr. Gore has rendered exceedingly valuable service as a member of the Packers' and Stockyards' Administration force, having been especially successful in harmonizing difficulties between livestock producers and the commission merchants in the various stockyards. He was one of the arbitrators in the recent case between the Government and a number of livestock associations which terminated recently in a material reduction of livestock commission rates at four of the principal markets.

The appointment of Mr. Gore as Assistant Secretary undoubtedly will be well received as a large number of state and national livestock and farm organizations as well as representatives of the livestock trade have favorably commented upon his name.

H. C. GARDNER F. A. LINDBERG  
**GARDNER & LINDBERG**  
ENGINEERS

Mechanical, Electrical, Architectural  
SPECIALTIES, Packing Plants, Cold Storage,  
Manufacturing Plants, Power Install-  
ations, Investigations  
1134 Marquette Bldg. CHICAGO

## H. N. Jones Construction Co.

Engineers

San Antonio, Texas

Designs and Builds  
Packing Houses  
30 Years Experience

Jos. Himmelsbach, M. E. Otto E. Schlich, C. E.

**HIMMELSBACH & SCHLICH**  
ENGINEERS AND ARCHITECTS  
Specializing in Packing Houses, Abattoirs,  
Ice Making and Refrigerating Plants, Lard  
and Fat Rendering Plants, Oil Refineries  
136 Liberty Street NEW YORK

George F. Pine Walter L. Munnecke  
**Pine & Munnecke Co.**

PACKING HOUSE & COLD STORAGE  
CONSTRUCTION; CORK INSULATION &  
OVER HEAD TRACK WORK.  
10 Marquette Bldg. Detroit, Mich. Phones:  
Cherry 3750-3751

## PACKERS ARCHITECTURAL & ENGINEERING CO.

WILLIAM H. KNEHANS, Chief Engineer

ABATTOIR PACKING AND COLD STORAGE PLANTS  
Manhattan Building, Chicago, Ill. Cable Address, Pacarco

## M. P. BURT & COMPANY

Engineers & Architects

Packhouse and Cold Storage Designing—  
Consultation on Power and Operating Costs,  
Curing, etc. You Profit by Our 25 Years' Ex-  
perience. Lower Construction Cost. Higher  
Efficiency.  
206-7 Falls Bldg., MEMPHIS, TENN.



## To speed up chopping, use "Enterprise" No. 166

It has a capacity, per hour, of 6,000 lbs. of beef. It has a large capacity and is the most economical chopper you can use, saving time, labor and power.

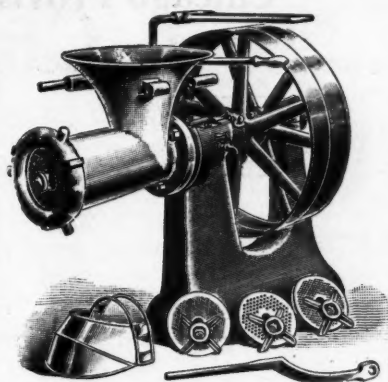
Frame is perfectly rigid. There is no "give"—no need of excessive pressure to keep knife and plate in perfect contact. Cutters stay sharp twice as long.

It is **noiseless**—no gears. Has bab-bitted socket shaft with ten thrust col-

lars, preventing overheating and excessive wear.

Your old chopper—or one of too little power and capacity—may be keeping your costs too high. This improved "ENTERPRISE" can save and make money for you.

**Write for Chopper Catalog.** There are 72 sizes and styles of "Enterprise" choppers, belt-driven, motor-driven and hand-power.



**The Enterprise Mfg. Co. of Pa., Philadelphia, U. S. A.**

### PIONEER UTAH PACKER DIES.

F. E. Slater, one of the pioneer meat packers of Utah, died at Santa Monica, Cal., recently and was buried at Salt Lake City, Utah, of which he was a former resident.

Mr. Slater was engaged in the packing business for thirty-five years, and was the founder of the Ogden Packing & Provision Company, now known as the American Packing & Provision Company. He later founded the Utah Packing Company, remaining with it for four years. He was also instrumental in the establishment of a branch of the Cudahy Packing Company in North Salt Lake. Last year he severed his connection with the Cudahy Company and removed to Santa Monica, where he was engaged in the construction of apartment houses.

Besides his widow, he is survived by the following children: Fred L. Slater and Mrs. Norman Lynes of Salt Lake, and Doris, June and Eddie Slater of California.

### COTTONSEED OIL FROM PERU.

During 1922 there were 2,441,359 kilos of cottonseed oil exported from Peru and 17,576,539 kilos of cottonseed, according to statistics compiled by the Latin-American Division of the Department of Commerce.



One of the Giffel Sales Co's aluminum bodies in use by Louisville Provision Co., Louisville, Ky.

## Delivers Your Meats Better and Cleaner

A pure aluminum panel body sealed with insulation inside holds the cold air in without any ice or refrigeration. Framing of oak—all joints leaded and glued—well ironed and bolted—stands the roughest roads.

We specialize in panel and stake bodies for all size chassis.

Further details furnished on request.

**GIFFEL SALES COMPANY**

845 Lafayette Ave.

Terre Haute, Ind.

### CHICAGO LIVESTOCK.

#### RECEIPTS.

	Cattle.	Calves.	Hogs.	Sheep.
Monday, Sept. 10.....	26,968	3,027	37,332	21,213
Tuesday, Sept. 11.....	6,234	1,980	22,315	19,389
Wednesday, Sept. 12.....	12,166	1,727	24,046	26,280
Thursday, Sept. 13.....	9,206	2,464	36,450	25,184
Friday, Sept. 14.....	2,474	830	25,740	13,058
Saturday, Sept. 15.....	774	343	5,392	996
Total for week.....	57,852	10,371	151,275	106,120
Previous week.....	61,478	9,116	150,426	94,343
Year ago.....	60,333	11,684	124,421	69,518
Two years ago.....	56,952	12,857	110,357	107,442

#### SHIPMENTS.

	Cattle.	Calves.	Hogs.	Sheep.
Monday, Sept. 10.....	5,375	570	12,847	5,300
Tuesday, Sept. 11.....	4,812	256	4,017	12,255
Wednesday, Sept. 12.....	5,157	8	5,702	14,746
Thursday, Sept. 13.....	4,431	182	6,075	12,253
Friday, Sept. 14.....	2,724	121	7,064	9,379
Saturday, Sept. 15.....	764	.....	2,139	1,913
Total for week.....	23,263	1,135	37,844	55,906
Previous week.....	19,153	1,040	34,981	49,256
Year ago.....	20,322	1,277	23,491	32,999
Two years ago.....	20,577	1,693	21,883	36,988

Receipts at Chicago Stock Yards thus far this year to Sept. 15, with comparative totals:

	1923.	1922.
Cattle.....	2,109,354	2,075,719
Calves.....	552,961	567,650
Hogs.....	7,075,049	5,576,130
Sheep.....	2,611,365	2,588,429

Combined weekly hog receipts at eleven markets for 1923 to Sept. 15, with comparisons:

	Week.	Year to date.
Week ending Sept. 15.....	588,000	26,254,000
Previous week.....	566,000	.....
Corresponding week, 1922.....	493,000	19,961,000
Corresponding week, 1921.....	405,000	20,292,000
Corresponding week, 1920.....	329,000	20,722,000
Average, 1908 to 1922.....	335,000	18,976,000

Combined receipts at seven points for the week ending Sept. 15, 1923, with comparisons:

	*Cattle.	Hogs.	Sheep.
Week ending Sept. 15 1923.....	289,000	462,000	289,000
Previous week.....	298,000	463,000	287,000
1922.....	290,000	371,000	227,000
1921.....	213,000	285,000	256,000
1920.....	305,000	227,000	339,000
Average, 1914-1922.....	284,000	260,000	395,000

Combined receipts at seven markets for 1923 to Sept. 15 and the corresponding period for previous years:

	*Cattle.	Hogs.	Sheep.
1923.....	7,302,000	21,693,000	7,066,000
1922.....	6,824,000	16,198,000	6,615,000
1921.....	5,992,000	15,869,000	7,973,000
1920.....	6,827,000	16,626,000	7,323,000

\*Calves at Omaha, St. Louis and St. Joseph counted as cattle.

Chicago Stock Yards receipts, average weight and top and average prices for hogs for under-mentioned weeks:

	Number received.	Average weight, lbs.	Prices—Top. Average.
Week ending Sept. 15.....	151,900	244	\$ 9.65 \$ 8.55
Previous week.....	150,426	242	9.75 8.45
1922.....	124,421	249	10.00 8.60
1921.....	110,357	250	9.25 7.65
1920.....	84,213	251	18.00 16.35
1919.....	86,549	249	18.50 16.95
1918.....	102,523	243	20.95 20.15
1917.....	59,650	238	18.85 18.15
1916.....	114,199	222	11.90 10.85
1915.....	74,544	231	8.45 7.25
1914.....	91,713	239	9.50 8.55
1913.....	137,412	214	9.30 8.50
Average, 1913-1922.....	98,500	239	\$13.45 \$12.30

\*Receipts and average weight for week ending Sept. 15, 1923, unofficial.

#### WEEKLY AVERAGE PRICE OF LIVESTOCK.

	Cattle.	Hogs.	Sheep.	Lambs.
Week ending Sept. 15.....	\$10.30	\$ 8.55	\$ 6.90	\$13.85
Previous week.....	10.40	8.45	7.15	12.95
1922.....	10.05	8.00	6.50	13.20
1921.....	8.25	7.65	4.80	9.65
1920.....	15.55	16.35	7.05	13.60
1919.....	15.25	16.95	8.25	14.75
1918.....	16.15	20.15	11.90	17.50
1917.....	13.50	18.15	11.50	18.00
1916.....	9.30	10.85	7.85	10.60
1915.....	9.00	7.25	5.80	8.00
1914.....	9.40	8.55	5.15	7.60
1913.....	8.65	8.50	4.25	6.50
Average, 1913-1922.....	\$11.50	\$12.30	\$ 7.25	\$11.96

Following is given the net supply of cattle, hogs and sheep for packers at the Chicago Stock Yards for weeks mentioned:

	Cattle.	Hogs.	Sheep.
*Week ending Sept. 15.....	35,100	113,200	48,100
Previous week.....	42,325	115,445	45,087
1922.....	60,611	100,930	56,519
1921.....	36,375	88,474	70,454
1920.....	45,071	61,980	56,251
1919.....	42,893	79,277	103,038

\*Saturday, Sept. 15, estimated.

Chicago packers, hog slaughter for the week ending Sept. 15, 1923:

Armour & Co.....	12,500
Anglo-American Provision Co.....	7,200
Swift & Co.....	16,700
G. H. Hammond Co.....	9,000
Morris & Co.....	10,500
Wilson & Co.....	5,800
Boyd-Lunham.....	10,000
Western Packing & Provision Co.....	4,000
Roberts & Oake.....	3,500
Miller & Hart.....	3,200
Independent Packing Co.....	6,700
Brennan Packing Co.....	.....
Wm. Davies Co.....	1,200
Agar Packing Co.....	14,400
Others.....	.....
Total.....	119,900
Previous week.....	113,700
Year ago.....	103,900
Two years ago.....	94,200
Three years ago.....	67,500

(For Chicago livestock prices see page 192.)

# Chicago Provision Markets

## CASH PRICES.

Based on Actual Cash Trading, Thursday, September 20, 1923.

Green Meats.	
Regular Hams—	
8-10 lbs. avg.	@ 16
10-12 lbs. avg.	@ 15 1/2
12-14 lbs. avg.	@ 15 1/4
14-16 lbs. avg.	@ 15 1/4
16-18 lbs. avg.	@ 15 1/4
18-20 lbs. avg.	@ 15 1/4

Skinned Hams—	
14-16 lbs. avg.	@ 17
16-18 lbs. avg.	@ 16 1/2
18-20 lbs. avg.	@ 16 1/4
20-22 lbs. avg.	@ 16 1/4
22-24 lbs. avg.	@ 16 1/4
24-26 lbs. avg.	@ 16 1/4
26-30 lbs. avg.	@ 16 1/4

Pickles—	
4-6 lbs. avg.	@ 9
6-8 lbs. avg.	@ 8 1/2
8-10 lbs. avg.	@ 8
10-12 lbs. avg.	@ 7 1/2

Clear Bellies—	
6-8 lbs. avg.	@ 17 1/2
8-10 lbs. avg.	@ 17 1/2
10-12 lbs. avg.	@ 17 1/2
12-14 lbs. avg.	@ 17 1/2
14-16 lbs. avg.	@ 17 1/2

Pickled Meats.	
Regular Hams—	
8-10 lbs. avg.	@ 17
10-12 lbs. avg.	@ 16 1/2
12-14 lbs. avg.	@ 16 1/4
14-16 lbs. avg.	@ 16 1/4
16-18 lbs. avg.	@ 16 1/4
18-20 lbs. avg.	@ 16 1/4

Skinned Hams—	
14-16 lbs. avg.	@ 18
16-18 lbs. avg.	@ 18
18-20 lbs. avg.	@ 18
20-22 lbs. avg.	@ 18
22-24 lbs. avg.	@ 18
24-26 lbs. avg.	@ 18
26-30 lbs. avg.	@ 18

Pickles—	
4-6 lbs. avg.	@ 8 1/2
6-8 lbs. avg.	@ 8 1/2
8-10 lbs. avg.	@ 8 1/2
10-12 lbs. avg.	@ 7 1/2

Clear Bellies—	
6-8 lbs. avg.	@ 17 1/2
8-10 lbs. avg.	@ 17 1/2
10-12 lbs. avg.	@ 17 1/2
12-14 lbs. avg.	@ 17 1/2
14-16 lbs. avg.	@ 17 1/2

Dry Salt Meats.	
Extra ribs	@ 10 1/2
Extra cleats	@ 9 1/2
Regular plates	@ 9 1/2
Clear plates	@ 9
Jowl butts	@ 9

Pork Backs—	
8-10 lbs. avg.	@ 11
10-12 lbs. avg.	@ 11 1/2
12-14 lbs. avg.	@ 11 1/4
14-16 lbs. avg.	@ 12
16-18 lbs. avg.	@ 12 1/4
18-20 lbs. avg.	@ 12 1/2
20-25 lbs. avg.	@ 12 1/2

Clear Bellies—	
12-14 lbs. avg.	@ 12
14-16 lbs. avg.	@ 11 1/2
16-18 lbs. avg.	@ 11 1/4
18-20 lbs. avg.	@ 11 1/4
20-25 lbs. avg.	@ 11 1/4
25-30 lbs. avg.	@ 10 1/2
30-35 lbs. avg.	@ 10 1/2
Zeminal asked.	

## COTTONSEED FREE TO COSTA RICA.

Cottonseed intended for forage, planting, or as a raw material for use in local industries may now be imported into Costa Rica free of duty, according to a decree of July 17, 1923, published in La Gaceta, July 19, 1923. Cottonseed was formerly dutiable at 0.10 gold colones per gross kilo.

## FUTURE PRICES.

Official Board of Trade, Range of Prices.  
SATURDAY, SEPTEMBER 15, 1923.

LARD—(Per 100 lbs.)—	Open.	High.	Low.	Close.
Sept.	12.12 1/2	12.15	12.12 1/2	12.15
Oct.	12.02 1/2	12.10	12.00	12.07 1/2
Jan.	10.82 1/2	10.87 1/2	10.80	10.82 1/2
RIBS—(Boxed 25c more than loose)—				
Sept.	9.12 1/2	9.17 1/2	9.12 1/2	9.15
Oct.	9.05	9.10	9.05	9.07 1/2
Jan.	9.05	9.10	9.05	9.07 1/2

MONDAY, SEPTEMBER 17, 1923.

LARD—(Per 100 lbs.)—	Open.	High.	Low.	Close.
Sept.	11.92 1/2	11.95	11.85	11.95
Oct.	11.90	11.92 1/2	11.80	11.90
Jan.	10.60-70	10.85	10.60	10.70
RIBS—(Boxed 25c more than loose)—				
Sept.	9.05	9.07 1/2	9.05	9.10
Oct.	9.05	9.07 1/2	9.05	9.05
Jan.	9.05	9.07 1/2	9.05	9.02 1/2

TUESDAY, SEPTEMBER 18, 1923.

LARD—(Per 100 lbs.)—	Open.	High.	Low.	Close.
Sept.	11.95	11.97 1/2	11.85	11.95
Oct.	11.85	11.92 1/2	11.85	11.90
Jan.	10.72 1/2	10.82 1/2	10.72 1/2	10.80
RIBS—(Boxed 25c more than loose)—				
Sept.	9.15	9.15	9.15	9.15
Oct.	9.05	9.10	9.05	9.10
Jan.	9.07 1/2	9.07 1/2	9.05	9.05

WEDNESDAY, SEPTEMBER 19, 1923.

LARD—(Per 100 lbs.)—	Open.	High.	Low.	Close.
Sept.	11.85	11.85	11.77 1/2	11.77 1/2
Oct.	11.82 1/2	11.82 1/2	11.72 1/2	11.72 1/2
Jan.	10.77 1/2	10.77 1/2	10.62 1/2	10.62 1/2
RIBS—(Boxed 25c more than loose)—				
Sept.	9.07 1/2	9.07 1/2	9.07 1/2	9.07 1/2
Oct.	9.05	9.05	9.02 1/2	9.02 1/2
Jan.	9.05	9.05	9.05	9.05

THURSDAY, SEPTEMBER 20, 1923.

LARD—(Per 100 lbs.)—	Open.	High.	Low.	Close.
Sept.	11.97 1/2	11.97 1/2	11.97 1/2	11.97 1/2
Oct.	11.87 1/2	11.87 1/2	11.70	11.85
Jan.	10.67 1/2	10.75	10.67 1/2	10.75
RIBS—(Per 100 lbs.)—				
Sept.	9.10	9.10	9.10	9.10
Oct.	9.00	9.05	9.00	9.05
Jan.	9.55	9.62 1/2	9.55	9.62 1/2

FRIDAY, SEPTEMBER 21, 1923.

LARD—(Per 100 lbs.)—	Open.	High.	Low.	Close.
Sept.	11.97 1/2	12.05	11.95	11.95
Oct.	11.87 1/2	11.92 1/2	11.82 1/2	11.82 1/2
Jan.	10.82 1/2	10.85	10.80	10.80
RIBS—(Per 100 lbs.)—				
Sept.	9.05	9.05	8.97 1/2	9.02 1/2
Oct.	9.05	9.05	8.97 1/2	9.05
Jan.	9.05	9.05	9.05	9.05

## PORK CUTS AT NEW YORK.

(Special Report to The National Provisioner from H. C. Zaun.)

New York, September 19, 1923.—Wholesale prices on green and sweet pickled pork cuts: Pork loins, 32@34c; green hams, 8-10 lbs., 18 1/2c; 10-12 lbs., 18c; 12-14 lbs., 17 1/2c; green clear bellies, 6-8 lbs., 18 1/2c; 8-10 lbs., 17 1/2c; 10-12 lbs., 16 1/2c; 12-14 lbs., 15 1/2c; green rib bellies, 10-12 lbs., 15c; 12-14 lbs., 14 1/2c; sweet pickled clear bellies, 6-8 lbs., 13 1/2c; 8-10 lbs., 14c; 10-12 lbs., 13 1/2c; 12-14 lbs., 12 1/2c; sweet pickled rib bellies, 10-12 lbs., 13c; 12-14 lbs., 12 1/2c; sweet pickled hams, 8-10 lbs., 19c; 10-12 lbs., 18 1/2c; 12-14 lbs., 18c; dressed hogs, 15.55c; city steam lard, 12 1/2c; compound, 13 1/2c.

Western prices, green cuts: Pork loins, 8-10 lbs., 30c; 10-12 lbs., 28@29c; 12-14 lbs., 25@26c; 14-16 lbs., 21@22c; skinned shoulders, 12@14c; boneless butts, 19@20c; Boston butts, 16@17c; lean trimmings, 11@12c; regular trimmings, 9@10c; spareribs, 11@12c; neck bones, 6@7c; kidneys, 6@7c; livers, 4c; pig's tongues, 15c; pig's tails, 16@17c.

## CHICAGO HOG PURCHASES.

Purchases of hogs by Chicago packers for the week ending Thursday, September 20, 1923, with comparisons, were reported to The National Provisioner as follows:

	Week ending Sept. 15.	Previous week.	Cor. week, 1922.
Armour & Co.	16,000	10,800	8,800
Anglo-Amer. Prov. Co.	6,400	7,800	5,000
Swift & Co.	14,800	15,100	9,800
G. H. Hammond & Co.	13,900	8,700	6,800
Morris & Co.	17,800	13,000	8,700
Wilson & Co.	10,900	10,900	7,600
Boyd-Lunham & Co.	5,900	6,900	4,300
Western Pkg. & Prov. Co.	10,100	9,900	8,800
Roberts & Oake.	5,400	4,000	9,800
Miller & Hart.	4,000	3,800	3,800
Independent Packing Co.	3,900	2,800	4,100
Brennan Packing Co.	6,700	6,700	6,200
William Davies Co.	.....	.....	400
Agar Pkg. Co.	300	900	1,100
Others	1,100	.....	7,000
Total	115,300	100,700	91,800

## CHICAGO RETAIL FRESH MEATS

### Beef.

	No. 1.	No. 2.	No. 3.
Rib roast, heavy end	30	28	26
Rib roast, light end	37	32	32
Chuck roast	18	16	14
Steaks, round	45	39	26
Steaks, sirloin, first cut	45	38	30
Steaks, porterhouse	70	55	32
Steaks, flank	28	25	18
Beef stew, chuck	18	15	12 1/2
Corned briskets, boneless	22	20	1
Corned plates	14	12	16
Corned rumps, boneless	25	22	1 1/2

### Lamb.

	Good.	Com.
Hindquarters	45	25
Legs	48	28
Stews	15	13
Chops, shoulder	28	26
Chops, rib and loin	50	..

### Mutton.

Legs	22	..
Stew	15	..
Shoulders	20	..
Chops, rib and loin	35	..

### Pork.

Loins, whole, 8@10 avg.	32	@36
Loins, whole, 10@12 avg.	28	@30
Loins, whole, 12 to 14	24	@26
Loins, whole, 14 and over	18	@20
Chops	35	@40
Shoulders	15	@15
Butts	18	@18
Spareribs	12	@12
Hocks	12	@12
Leaf lard, unrendered	12	@12

### Veal.

Hindquarters	12	@35
Forequarters	12	@16
Legs	30	@40
Breasts	12 1/2	@16
Shoulders	16	@22
Cutlets	16	@50
Rib and loin chops	16	@40

### Butchers' Offal.

Suet	4	@ 4
Shop fat	2	@ 2
Bones, per 100 lbs.	450	@50
Calf skins	13	@13
Kips	12	@12
Deacons	12	@12

## CURING MATERIALS.

	Bbls.	Sacks.
Double refined saltpetre, gran. L O L.	6 1/2	6 1/2
Crystals	7 1/2	7 1/2
Double refined nitrate of soda, f. o. b.	4 1/2	4 1/2
N. Y. & S. F. carloads	4 1/2	4 1/2
Less than carloads, granulated	4 1/2	4 1/2
Crystals	5 1/2	5 1/2
Keps, 100@150 lbs., 1c more	5 1/2	5 1/2
Boric acid, in carloads, powdered, in bbls.	10	9 1/2
Crystal to powdered, in bbls., in 5-ton lots or more	10 1/2	9 1/2
In bbls. in less than 5-ton lots	10 1/2	10
Borax, carloads, powdered, in bbls.	5 1/2	5 1/2
In ton lots, gran. or powdered, in bbls.	5 1/2	5 1/2

Sugar—		
Raw sugar, 96 basis, 4 1/2c Cuba duty paid	@0.72	
Second sugar, 90 basis	@ 5 1/2	
Syrup, testing 63 to 65 combined sucrose and invert	@28	
Standard, granulated, f. o. b. refinery	@8.40	
Plantation, granulated, f. o. b. New Or.	@ 7 1/2	
(net)		
White clarified, f. o. b. New Orleans	@ 7 1/2	
(net)		
Yellow clarified, f. o. b. New Orleans	@ 7 1/2	
(net)		

Salt—		
Granulated, car lots, per ton, f. o. b. Chicago, bulk	\$ 8.90	
Medium, car lots, per ton, f. o. b. Chicago, bulk	9.80	
Rock, car lots, per ton, f. o. b. Chicago	7.90	

## DRYERS AND CONTINUOUS PRESSES



For Tankage, Blood, Bone Fertilizer, all Animal and Vegetable Matter. Installed in the largest packing-houses, fertilizer and fish reduction plants in the world.

We handle waste and by-products.

Send for Catalogue T. B.

American Process Co.  
68 William St. . . . New York



## CHICAGO MARKET PRICES

## WHOLESALE FRESH MEATS.

Carcass Beef.		
	Week ending	Cor. week,
	Sept. 22,	1922.
Prime native steers	18 @ 20	16 @ 17
Good native steers	17 @ 18	15 @ 16
Medium steers	13 1/2 @ 16	13 @ 14
Heifers, good	13 @ 18	12 @ 16
Cows	8 @ 12	7 @ 11
Hind quarters, choice	25 @ 23	23 @ 22
Fore quarters, choice	14 @ 14	11 @ 11

Beef Cuts.		
Steer Loins, No. 1.	@ 42	@ 36
Steer Loins, No. 2.	@ 38	@ 32
Steer Short Loins, No. 1.	@ 53	@ 46
Steer Short Loins, No. 2.	@ 48	@ 38
Steer Loin Ends (hips).	@ 30	@ 27
Steer Loin Ends, No. 2.	@ 29	@ 26
Cow Loins	11 @ 28	14 @ 22
Cow Short Loins	18 @ 25	18 @ 25
Cow Loin Ends (hips)	12 @ 18	12 @ 18
Steer Ribs, No. 1.	@ 30	@ 26
Steer Ribs, No. 2.	@ 29	@ 24
Cow Ribs, No. 1.	@ 23	@ 16
Cow Ribs, No. 2.	@ 15	@ 12
Cow Ribs, No. 3.	@ 11	@ 9
Steer Rounds, No. 1.	@ 18	@ 14 1/2
Steer Rounds, No. 2.	@ 17	@ 14 1/2
Steer Chucks, No. 1.	@ 12 1/2	@ 11
Steer Chucks, No. 2.	@ 11 1/2	@ 10 1/2
Cow rounds	10 @ 9	9 @ 8 1/2
Cow Chucks	7 1/2 @ 8 1/2	6 @ 8
Steer Plates	@ 8	@ 7 1/2
Medium Plates	@ 8	@ 7 1/2
Briskets, No. 1.	@ 16	@ 15
Briskets, No. 2.	@ 12	@ 12
Steer Navel Ends	@ 5 1/2	@ 4 1/2
Cow Navel Ends	4 1/2 @ 5	@ 3 1/2
Fore Shanks	@ 5	@ 4 1/2
Hind Shanks	@ 4 1/2	@ 3 1/2
Rolls	18 @ 25	20 @ 25
Strip Loins, No. 1, boneless.	@ 25	@ 25
Strip Loins, No. 2.	@ 15	@ 15
Strip Loins, No. 3.	@ 12	@ 12
Sirloin Butts, No. 1.	@ 34	@ 30
Sirloin Butts, No. 2.	@ 28	@ 25
Sirloin Butts, No. 3.	@ 18	@ 17
Beef Tenderloins, No. 1.	@ 17	@ 17
Beef Tenderloins, No. 2.	@ 15	@ 15
Rump Butts	16 @ 17	@ 17
Flank Steaks	@ 17	@ 17
Boneless Chucks	@ 8 1/2	@ 8 1/2
Shoulder Clods	12 @ 15	@ 15
Hanging Tenderloins	@ 8	@ 8
Trimnings	@ 8	@ 8

Beef Product.		
Brains, per lb.	8 @ 9	6 1/2 @ 8
Hearts	5 @ 6	4 1/2 @ 6
Tongues	20 @ 30	28 @ 30
Sweetbreads	36 @ 38	32 @ 35
Ox-Tail, per lb.	6 @ 8	5 @ 8
Fresh Tripe, plain	@ 4	@ 5
Fresh Tripe, H. C.	@ 6 1/2	@ 6 1/2
Livers	6 @ 8	6 1/2 @ 9
Kidneys, per lb.	9 @ 10	@ 10 1/2

Veal.		
Choice Carcass	21 @ 22	20 @ 22
Good Carcass	18 @ 20	18 @ 19
Good Saddle	25 @ 30	22 @ 29
Good Backs	10 @ 14	12 @ 14
Medium Backs	@ 7	@ 7

Veal Product.		
Brains, each	6 @ 8	7 @ 8
Sweetbreads	52 @ 58	56 @ 60
Calf Livers	31 @ 33	28 @ 32

Lamb.		
Choice Lambs	@ 29	25 @ 29
Medium Lambs	@ 27	22 @ 26
Choice Saddle	@ 32	@ 34
Medium Saddle	@ 30	@ 32
Choice Fores	@ 25	@ 25
Medium Fores	@ 23	@ 23
Lamb Fries, per lb.	30 @ 31	@ 31
Lamb Tongues, each	@ 13	@ 18
Lamb Kidneys, per lb.	@ 25	@ 25

Mutton.		
Heavy Sheep	@ 8	@ 7
Light Sheep	@ 14	@ 15
Heavy Saddle	@ 10	@ 14
Light Saddle	@ 18	@ 18
Heavy Fores	@ 12	@ 12
Light Fores	@ 8	@ 10
Mutton Legs	@ 20	@ 20
Mutton Loin	@ 18	@ 10
Mutton Stew	@ 8	@ 7
Sheep Tongues, each	@ 13	@ 8
Sheep Heads, each	@ 10	@ 10

Fresh Pork, Etc.		
Dressed Hogs	@ 10	@ 18
Pork Loins, 8@10 lbs. avg.	@ 26	@ 29
Leaf Lard	@ 13 1/2	@ 12
Tenderloin	@ 55	@ 48
Spare Ribs	@ 10	@ 11
Butts	@ 17 1/2	@ 18
Hocks	@ 19	@ 12
Trimnings	@ 10 1/2	@ 14
Extra lean trimmings	@ 12 1/2	@ 8
Tails	@ 7 1/2	@ 6
Snouts	@ 6	@ 5
Pigs' Feet	@ 4 1/2	@ 4 1/2
Pigs' Heads	@ 5	@ 7
Blade Bones	@ 7	@ 8
Blade Meat	@ 11 1/2	@ 11
Cheek Meat	@ 8	@ 9
Hog Livers, per lb.	@ 4 1/2	3 1/2 @ 4
Neck Bones	@ 3 1/2	@ 3 1/2
Skinless Shoulders	11 1/2 @ 12 1/2	@ 13 1/2
Pork Hearts	@ 4	@ 5
Pork Kidneys, per lb.	@ 4 1/2	@ 5
Pork Tongues	@ 16 1/2	@ 18
Sill Bones	@ 9	@ 9
Tail Bones	@ 8	@ 8
Rains	@ 11 1/2	@ 12
Back fat	@ 10	@ 18
Hams	@ 11	@ 14
Calas	@ 20	@ 24
Bellies		

## DOMESTIC SAUSAGE.

Fancy pork sausage, in 1-lb. cartons.	@ 23
Country style sausage, fresh, in link.	@ 16
Country style sausage, fresh, in bulk.	@ 15
Country style sausage, smoked.	@ 18
Mixed sausage, fresh.	@ 13
Frankfurts in pork casings.	@ 14
Frankfurts in sheep casings.	@ 16 1/2
Bologna in beef bungs, choice.	@ 15
Bologna in beef middles, choice.	@ 14 1/2
Bologna in cloth, paraffined, choice.	@ 14 1/2
Liver sausage in hog bungs.	@ 16
Liver sausage in beef rounds.	@ 11
Head cheese	@ 11
New England luncheon specialty.	@ 22
Liberty luncheon specialty.	@ 17
Mixed luncheon specialty.	@ 14
Tongue Sausage	@ 20
Blood sausage	@ 15
Polish sausage	@ 14 1/2
Souse	@ 14

## DRY SAUSAGE.

Cervelat, choice, in hog bungs.	@ 47
Cervelat, new condition, in hog bungs.	@ 15
Cervelat, new condition, in beef middles.	@ 15
Thuringer Cervelat	@ 20
Farmer	@ 22
Holsteiner	@ 22
B. C. Salami, choice, in hog bungs.	@ 41
Milano Salami, choice, in hog bungs.	@ 41
B. C. Salami, new condition.	@ 20
Frases, choice, in hog middles.	@ 37
Genoa style Salami.	@ 51
Peperoni	@ 20
Mortadella, new condition.	@ 20
Capicola	@ 47
Italian style hams.	@ 37
Virginia style hams.	@ 38

## SAUSAGE IN OIL.

Bologna small style sausage in beef rounds—	
Small tins, 2 to crate.	5.75
Large tins, 1 to crate.	6.50
Frankfurt style sausage in sheep casings—	
Small tins, 2 to crate.	7.00
Large tins, 1 to crate.	8.00
Frankfurt style sausage in pork casings—	
Small tins, 2 to crate.	6.50
Large tins, 1 to crate.	7.50
Smoked link sausage in pork casings—	
Small tins, 2 to crate.	6.00
Large tins, 1 to crate.	7.00

## SAUSAGE CASINGS.

(F. O. B. CHICAGO.)		
Beef rounds, domestic, 180 sets, per tierce, per		.15
Some sales made at 1 lb. per tierce.		
Beef rounds, export, 225 sets, per tierce, per set.	.18	
Beef middles, 110 sets, per tierce, per set.	.05	
Beef bungs, No. 1, 400 pieces, per tierce, per pce.	.30	
Beef bungs, No. 2, 400 pieces, per tierce, per pce.	.18 @ 22	
Beef weasands, No. 2, per piece.	.16	
Beef weasands, No. 2, per piece.	.08	
Beef bladders, small, per doz.	1.65	
Beef bladders, medium, per doz.	1.45	
Beef bladders, large, per doz.	1.25	
Hog casings, medium, f. o. b., per lb.	.30	
Hog casings, extra narrow, selected, per lb.	2.00	
f. o. b.		
Hog middles, with cap, per set.	.16	
Hog middles, with cap, per set.	.17	
Hog bungs, export.	.21	
Hog bungs, large, prime.	.13	
Hog bungs, medium.	.05	
Hog bungs, narrow, no demand.	.02	
Hog stomachs, per piece.	.08	

## VINEGAR PICKLED PRODUCTS.

Regular tripe, 200-lb. bbl.	14.00
Honeycomb tripe, 200-lb. bbl.	16.00
Pocket honeycomb tripe, 200-lb. bbl.	18.00
Pork feet, 200-lb. bbl.	15.00
Pork tongues, 200-lb. bbl.	70.00
Lamb tongues, long cut, 200-lb. bbl.	48.00
Lamb tongues, short cut, 200-lb. bbl.	55.00

## CANNED MEATS.

	No. 1/2.	No. 1.	No. 2.	No. 6.
Corned beef	\$ 2.25	\$ 4.00	\$ 13.00	
Roast beef	2.40	4.75	18.50	
Roast mutton	1.85	4.00		
Sliced dried beef		17.50	56.00	
Ox tongue, whole	2.85	4.70	9.50	34.50
Lunch tongue	1.50	2.75	4.25	
Corned beef hash	1.50	2.25	4.15	
Hamburger steaks with onions	1.50	2.25	4.25	
Vienna style sausage	1.15	2.25	4.15	
Veal loaf, medium size	2.00			
Chili con carne with or without beans		1.25		
Potted meats	.80			

## BARRELED BEEF.

Mess pork, regular.	\$22.50
Family back pork, 20 to 34 pieces.	27.00
Family back pork, 35 to 45 pieces.	28.00
Clear back pork, 40 to 50 pieces.	27.00
Clear back pork, 50 to 60 pieces.	24.00
Clear plate pork, 20 to 25 pieces.	23.00
Clear plate pork, 35 to 45 pieces.	22.50
Bean pork	19.00
Brisket pork	20.00
Plate beef	10.50
Extra plate beef, 200-lb. barrels.	17.50

## BUTTERINE.

1 to 6, natural color, solids, f. o. b. Chi.	@ 22
Cartons, rolls or prints, 1-lb.	@ 22 1/2
Cartons, rolls or prints, 2@5 lbs.	@ 22 1/2
Shortenings, 30@60 lb. tubs.	@ 17
Nut Margarine, prints, 1-lb.	@ 20 1/2

## COOPERAGE.

Ash pork barrels, black iron hoops.	\$1.70 @ 1.75
Oak pork barrels, black iron hoops.	1.90 @ 1.95
Ash pork barrels, galv. iron hoops.	1.90 @ 1.95

Red oak lard tierces.	2.65 @ 2.70
White oak lard tierces.	2.85 @ 2.90
White oak ham tierces.	4.30 @ 3.30

## DRY SALT MEATS.

Extra short clears.	@ 10 1/2
Extra short ribs.	@ 10 1/2
Shin clear middles, 60-lb. avg.	@ 10 1/2
Clear bellies, 14@16 lbs.	@ 11 1/2
Clear bellies, 18@20 lbs.	@ 11 1/2
Clear bellies, 20@25 lbs.	@ 11
Clear bellies, 25@30 lbs.	@ 10 1/2
Rib bellies, 25@30 lbs.	@ 11 1/2
Fat backs, 10@12 lbs.	@ 11 1/2
Fat backs, 12@14 lbs.	@ 11 1/2
Fat backs, 14@16 lbs.	@ 12
Regular plates	@ 9 1/2
Butts	@ 9

## WHOLESALE SMOKED MEATS.

Regular hams, fancy, 14@16 lbs.	@ 24 1/2
Skinless hams, fancy, 16@18 lbs.	@ 24 1/2
Standard regular hams, 12@16 lbs.	21 1/2 @ 21 1/2
Picnics, 6@8 lbs.	@ 13
Standard bacon, 8@12 lbs.	20 1/2 @ 22 1/2
Standard bacon, 4@8 lbs.	@ 24 1/2
Standard bacon, 12@14 lbs.	@ 19 1/2
Standard bacon strips, 6@7 lbs.	@ 20
Cooked hams, choice, skin on, surplus fat off, smoked	@ 35
Cooked hams, choice, skinned, surplus fat off, smoked	@ 37
Cooked hams, choice, skinless, surplus fat off, smoked	@ 39
Picnics, skin on, surplus fat off, smoked	@ 20
Picnics, skinned, surplus fat off, smoked	@ 21
Loin roll	@ 38

## FERTILIZERS.

Ground, dried blood.	\$ 4.40 @ 4.50
Unground and crushed blood.	4.15 @ 4.30
Hooftmeal	3.00 @ 3.10
Ground tankage, 10 to 11 1/2.	3.35 @ 3.50
Ground tankage, 6 to 9 1/2.	3.10 @ 3.25
Crushed and unground tankage.	2.75 @ 3.00
Ground raw bone, per ton.	30.00 @ 35.00
Ground steam bone, per ton.	22.00 @ 24.00
Unground steamed bone tankage.	18.00 @ 20.00

## HORNS, HOOFS AND BONES.

	Per ton.
No. 1 horns.	\$250.00 @ 300.00
No. 2 horns.	175.00 @ 225.00
No. 3 horns.	100.00 @ 150.00
Hooft, black and striped.	40.00 @ 45.00
Hooft, white	70.00 @ 80.00
Grinding hooft	32.00 @ 35.00
Round shin bones, heavies	165.00 @ 175.00
Round shin bones, lights and med.	125.00 @ 135.00
Flat shin bones, heavies	75.00 @ 80.00
Flat shin bones, lights and med.	60.00 @ 65.00
Thigh bones, heavies	120.00 @ 130.00
Thigh bones, lights and med.	120.00 @ 125.00
Buttock bones	55.00 @ 60.00
Skulls, jaws and knuckles.	35.00 @ 35.00
Rejected mfg. bones.	48.00 @ 50.00

Note—Foregoing horns, hooft and bones must be sorted, free from grease spots and cracked, hard and clean, uniform as to cut and weight, packed in double bags and carload lots, also well and favorably known to foreign and domestic manufacturers.

## LARD (Unrefined).

Prime, steam, cash, tierces.	@ 11.87
Prime, steam, loose	@ 11.77
Leaf, raw	@ 11.75
Neutral lard	@ 14.50

## LARD (Refined).

Pure lard, kettle rendered, per lb., tcs.	@ 14.00
Pure lard, tierces	@ 13.50
Compound	@ 12.75
Barrels, 3/4 c over tierces; half barrels, 1/4 c over tierces; tubs and pails, 1/4 to 50 lbs., 1/4 c to 1 c over tierces.	

## OLEO OIL AND STEARINE.

Oleo oil, extra.	@ 12 1/2
Oleo stock	@ 11 1/2
Prime No. 1 oleo oil.	@ 10 1/2
Prime No. 2 oleo oil.	@ 10 1/2
No. 3 oleo oil.	@ 9 1/2
Prime oleo stearine, edible.	@ 12 1/2
No. 2 oleo stearine, edible.	@ 12 1/2

## TALLOWES AND GREASES.

Edible tallow	9 1/2 @ 9 1/2
Choice country tallow	8 @ 8 1/2
Packers' prime, loose tallow.	8 @ 8 1/2
Packers' No. 2 loose tallow.	8 @ 8 1/2
Packers' No. 2 tallow.	6 1/2 @ 6 1/2
White, choice grease	9 1/2 @ 9 1/2
White "A" grease	8 1/2 @ 8 1/2
Yellow grease, 10 to 15 per cent acid.	6 1/2 @ 6 1/2
Yellow grease, 15 to 20 per cent acid.	6 1/2 @ 6 1/2
Brown grease	6 @ 6 1/2
Crackling grease	6 1/2 @ 6 1/2
Bone, naphtha extracted	5 1/2 @ 5 1/2
House	8 @ 8 1/2
Garbage grease, loose	5 1/2 @ 5 1/2

## VEGETABLE OILS.

Cottonseed oil—white, deodorized, in bbls.	1
--	---

# Retail Section

## MAKE PROFIT BY LESS TRIMMING WASTE

### Study of the Best Use of Cuts Helps Build Trade

An Interview with T. A. Armitage.

Good display, good equipment, and good meat cutting methods are the three things meat retailers should give careful attention to, according to T. A. Armitage, one of the leading retailers on the Pacific coast and a member of the executive committee of the Meat Council of Northern California. Mr. Armitage has been traveling over the United States and has been studying the problems of meat retailing. His general observations on the situation in California were printed in a recent issue of THE NATIONAL PROVISIONER. In this article are given some of his suggestions regarding better retailing.

#### Good Equipment Saves Loss.

The need of good equipment and a knowledge of cutting was one of the things emphasized by Mr. Armitage. He urged that a retailer could save a handsome profit from trimmings. For many retailers are losing profits through lack of equipment which would avoid waste through trimmings.

This waste from trimmings is startling. Generally a retailer today counts upon the waste from a carcass being three-fourths trimmings and one-fourth fat. Mr. Armitage pointed out that with proper equipment this can be reversed. He says that his waste is three-fourths fat and only one-fourth trimmings.

#### What Refrigeration Will Do.

Mr. Armitage declared that retailers in any one city can be shown the advantages of equipment by having installed in one market the most up-to-date equipment and inviting retailers to see exactly how it works. Mechanical refrigeration is one of the things that could be shown in this way. What can be done is indicated in one particular instance in San Francisco. There the proprietor has a refrigerator 13½ feet wide, 22 feet long and 13 feet high. In this market there are at least about 24 feet of refrigerated display counters served by coils, all run by the refrigerator. This refrigerator is operated by a 1-ton compressor of 2-h.p. motor. The result has been that in addition to far better meat display the cost for the power has never been over \$9 per month and there is no water expense because it is recirculated through a tower. If retail markets would install refrigeration equipment such as this they would save large amounts in that item alone.

#### Good Display Gets Trade.

Good display is invaluable in getting trade. In the East there is not as much attention given to this as there might be. There is also a lack of care in allowing the meats to be handled by the public and in throwing them back in disorder on a pile.

No meats should be open to the air of

the shop but should be kept in refrigerated counters. On the other hand, by giving care to display, it is possible to produce 50 per cent of the total business of a market through good display. Attention to details, such as printed price markers, is also important.

Good cutting methods make a successful retailer. Mr. Armitage believes in "balancing the bullock." In other words, he wants to sell the whole carcass and not be left with large quantities of meat that he cannot dispose of. He believes in educating his customers so that they will accept his advice. The retailer is often able to save his customers money and to utilize all his carcass at the same time.

#### Study Best Use of Cuts.

But he should learn and know the purposes for which each cut is best suited. In that way he is able to gauge the demand better and at the same time to suit his customers better. For example, it is poor salesmanship to sell the neck for stews and roasts. Neck meat as a general rule is coarse and tough and when cooked without grinding in any way is not satisfactory. Mr. Armitage recommends that the necks be ground for use as hamburger, in which form it is being used to best advantage both to the customer and to the retailer.

For pot roast it is well to use cuts that some sell for steak. Some retailers sell the bottom of the rounds for steak, but they are really too tough. The best method is to split the round and use the butt for pot roasts and not try to sell it as steak.

The use of lamb is more general in California than in some other places and it is to be had eight months in the year. The way Mr. Armitage does is to put the lamb supplies in cold storage in July to carry his trade from February to March. At

first there was a great deal of prejudice against this method as there was years ago regarding frozen and chilled beef. But the consuming public realizes now that a proper period of chilling results in a better and more palatable product.

Some hints on lamb selling are of use. It is, Mr. Armitage thinks, poor business to buy a French saddle because, practically speaking, it is making the wholesaler a present of the breast and shoulders. On the other hand, if the retailer is a better salesman he could sell his trade cuts from the breast and the shoulder at a nice profit.

#### PRaises "MEAT FOR HEALTH" MOVE.

John W. Hall, of Chicago, is the author of the poem reprinted below. It was inspired by "Meat for Health Week," and was recently published by Mr. Hall in his weekly trade letter.

#### EAT MEAT FOR HEALTH.

For many years consistently I've treated breakfast distantly,  
And tried to get along without my lunch,  
At tables spread invitingly I've tasted dinners slightly,  
With hope of making good my doctor's lunch.

I've tried with spirit vigorous to live on diet rigorous,  
And follow all his rules for losing weight;  
And though I've starved religiously, my girth expands prodigiously,  
And gains in gauge at most alarming rate.

I'm craving foods that satisfy my appetite and that is why  
I gladly hail the famous British sage,  
Who comes along assuring us that diets, far from curing us,  
Comprise the master menace of the age.

This learned man advises us, which pleases and surprises us,  
That doctors dope the thing entirely wrong.  
He says that what we ought to eat is any kind or sort o' meat  
Or other stuff for which our palates long.

Oh, doctor, great and erudite, I truly hope I hear you right,  
And that you really said the things they claim,  
That when we mortals try to dine on calorie and vitamins,  
We're gumming up the anatomic game.

I'm tired of dining meagerly, and so I'll hasten eagerly,  
To eat the finest cuts my chef can carve,  
For I've found it most disquieting to be forever dieting,  
And eating stuff that lets a fellow starve.

## Telling Consumers of "Red Hots"

Attractive signs, window streamers and arm bands for retailers, all telling the consumers about "Red Hots," have begun to be used by meat retailers throughout the country. The campaign has every chance of success, as the meat trade is taking to the idea. Among the many smaller pack-

ers who are taking up the idea is the firm of A. C. Hofmann & Sons of Syracuse, N. Y. This company has issued an arm band, a reproduction of which is shown on this page. This is a good idea and it is hoped that it will stimulate other packers to do the same.





**LOCAL AND PERSONAL.**

Ernest McCutcheon will open a meat market at Veneta, Ore.

T. A. Williams has purchased the Conn Meat Market, Peru, Neb.

J. W. Robinson will open a new meat market at Carrollton, Mo.

Henry Block will engage in the meat business at Bloomfield, Neb.

A. J. Rierson has purchased the Arnold Meat Market at Burns, Kan.

W. I. Jacks has purchased the meat market of Chas. Zook at Monticello, Ind.

J. F. Bennett will engage in the meat business at 245 Yamhill, Portland, Ore.

Jacob Wenger has purchased the meat market of Jacob Hertig at Wayland, Ia.

C. J. Barnett has purchased the meat business of Woodward Bros., Edna, Kan.

Andrew Benson has sold his meat business at Little Rock, Ark., to Willie Heidebrink.

Reed's Market has been incorporated at Veedersburg, Ind., with a capital stock of \$5,000.

G. J. Riem has purchased the Transfer Market, 364 Union avenue, North Portland, Oregon.

Wm. Macklem and Geo. Ray have opened a new meat and produce business at Laurel, Neb.

Clarence Lockridge has purchased the Russell Market, Ruthven, Ia., from M. A. Hatfield.

E. Gage has purchased the People's Market at Coeur de Alene, Idaho, from E. Crumley.

Henry Venteicher has purchased the Gruenke & Anderson meat market at Elgin, Nebraska.

Fred Mills has purchased the meat and grocery business of Coe Brothers, Oxford, Nebraska.

H. W. Brent will install a meat market in the new building at 2937 West street, Topeka, Kan.

T. O. Dickey has purchased the meat market at Adams, Neb., from his brother, D. E. Dickey.

Walter R. Reck has purchased the meat market of King & Erbe, 516 Maple street, Lansing, Mich.

Gorenz & Markels will open a new meat market at 13th street and Center avenue, Sheboygan, Wis.

The meat market of Gillespie & Clatfelter, Wallowa, Ore., was recently damaged by fire to the extent of \$2,000.

The Harrington Mercantile Co. has purchased the Boston Meat & Grocery Co., 722 South 16th street, Omaha, Neb.

The Thomas Markets of Chicago will open a new meat market in the Taylor Bldg., 205 North Main street, Kewanee, Ill.

Bossoff Bros. will open the New Dodge Market, Omaha, Neb., which has been closed for a couple of months on account of fire.

Howard J. and W. C. Sackett will engage in the meat and grocery business, under the name of Community Stores, Inc., at Anacortes, Wash.

The Farmers' Public Market, 12th and Market streets, San Diego, Cal., has been taken over by Lee Thompson, W. H. Elphick and E. E. Blaine.

The Sanitary Market and the Sanitary Cash Market, Austin, Tex., have been consolidated under the joint ownership of M. E. Walker, A. A. Wilkie and W. N. Lazenby.

The Cash Meat Co., Denton, Mont., has been incorporated with a capital stock of \$50,000. The directors are G. Doering, Jr., John G. Eppers, C. S. Harris and Roy Honsinger.

**A MEAT SALESMAN'S CREED.**

First, be agreeable. Be agreeable in voice and all details of dress. Agreeableness is one of the few things in this world



NO. 10 REGULAR  
Finished in Gold, Gray or White

# BARNES

## "The Scale of QUALITY"

*Accurate      Attractive*  
*Sanitary*

It is Fully Guaranteed

Sold only through

**RELIABLE DEALERS**

Manufactured by

**Barnes Scale Co. Detroit, Mich.**



## FOSTER BROS. BUTCHER CUTLERY

The Standard of the Butcher Trade

Foster Bros. Butcher Cutlery is a complete line, from steak knives in all sizes to cleavers and splitters. We make everything that you need for dressing meat. But that is only half the story. Foster Bros. Brand cutlery is so excellently well made of the finest materials that it has long been known as the standard of the trade. Ask your supply house for Foster Bros. Cutlery.

THE BRAND IS FOSTER BROS.

**JOHN CHATILLON & SONS**

Established 1835

Manufacturers of Scales and Butchers' Supplies

85-99 Cliff Street

New York City, N. Y.

that doesn't cost a cent, and you can sell it to everybody.

Second, know the thing you are selling. Tell about it in English.

Third, don't argue. When you disagree with a customer and tell him about it, you will probably succeed in antagonizing him.

Fourth, make it plain, whatever it is. Don't talk at random.

Fifth, tell the truth. If you lie, don't expect a customer to come back.

Sixth, be dependable. If you promise something, keep your promise.

Seventh, remember faces and names. Nothing pleases a man more than subtle flattery.

Eighth, beware of egotism. Don't tell a customer about yourself when you are trying to sell something. Get him to talk about himself if you can.

Ninth, be human. Selling goods successfully is a psychological proposition. Learn how to have a sense of humor, if you haven't any. Take an interest in human beings.

For Sausage Makers

**BELL'S**

Patent Parchment Lined

**SAUSAGE BAGS**

and

**SAUSAGE SEASONINGS**

For Samples and Prices, write

**THE WM. G. BELL CO.**  
**BOSTON      MASS.**

# New York Section

Miss E. Pollock, secretary of the U. S. Sanitary Effluents Separating Apparatus, Inc., has just returned from a vacation spent at Greenkill, N. Y.

Prices realized on Swift & Company's sales of carcass beef in New York City for the week ending September 15, 1923, on shipments sold out ranged from 10.00 cents to 21.00 cents per pound, and averaged 16.29 cents per pound.

Jacob Johnson's health has improved so much that he was able to attend the picnic given by the United Master Butchers of Rochester last week. Mr. Johnson was glad to be able to mingle with the boys again after nearly a year's illness.

Leon Loeb, youngest son of State President Moe Loeb and Mrs. Loeb, is entering upon a four years' course at Dartmouth College, Hanover, N. H., after which he will attend Harvard for three years. Mr. Loeb will take up the study of law.

Mr. and Mrs. A. F. Grimm of New York, with Mr. and Mrs. Frank P. Burck of Brooklyn spent last week motoring in the

upper part of New York. Postal cards state they are having a wonderful time and that Lake George is an ideal spot for a vacation.

The friends of John J. Doheny, assistant in marketing livestock and meats, U. S. Department of Agriculture, Boston, and formerly of New York, will be glad to learn of the arrival of a baby daughter. Many of the ladies who attended the state convention of master butchers at Buffalo will remember the shy Mrs. Doheny who wanted to take home Niagara Falls.

The following is a report of the New York City Health Department of the number of pounds of meat, fish, poultry and game seized and destroyed in the City of New York during the week ending Sept. 15, 1923: Meat—Manhattan, 2,309 lbs.; Brooklyn, 271 lbs.; The Bronx, 2 lbs.; Queens, 21 lbs.; total, 2,603 lbs. Fish—Manhattan, 4,150 lbs.; Brooklyn, 23 lbs.; total, 4,173 lbs. Poultry and Game—Manhattan, 570 lbs.; Brooklyn, 3 lbs.; total, 573 lbs.

## VETERAN RETAILER DIES.

George Thomson died on Monday evening at his home in Rye, New York, in his

78th year. Mr. Thomson started in the butcher business many years ago, later entering into the calfskin line. He was the first president and one of the founders of the New York Butchers' Calf Skin Association, and retained the presidency up to the time of his death, a period of approximately thirty-five years. The funeral was held on Thursday morning, the burial being in Woodlawn Cemetery. He was one of the most highly respected meat men who ever did business in New York City.

## FATS AND GREASE EXPORTS.

Exports of fats and greases from New York from September 1 to September 19, 1923, are reported unofficially as follows: Lard, 37,878,375 lbs.; tallow, 966,800 lbs.; greases, 2,976,300 lbs.; and stearine, 18,400 lbs.

## MEAT SUPPLIES AT NEW YORK.

Receipts of western dressed meats and local slaughter under federal inspection for New York City, N. Y., are officially reported for the week ending September 15, 1923, with comparisons, as follows:

Western dressed meats:	Week ending Sept. 15.	Previous week.	Cor. week, 1922.
Steers, carcasses	8,370	8,078	6,923
Cows, carcasses	900	741	354
Bulls, carcasses	268	280	192
Veal, carcasses	8,322	10,716	10,023
Hogs, and pigs	1,461	1,522	1,522
Lambs, carcasses	19,746	17,991	19,826
Mutton, carcasses	6,927	7,036	5,649
Beef cuts, lbs.	109,496	88,300	85,480
Pork cuts, lbs.	865,190	1,010,410	688,834
Local slaughter, Federal inspection:			
Cattle	7,607	9,018	11,081
Calves	10,932	13,241	12,506
Hogs	48,696	39,824	39,824
Sheep	45,650	45,195	42,169

## MEAT SUPPLIES AT BOSTON.

Receipts of western dressed meats and slaughter under federal and city inspection at Boston, Mass., are officially reported as follows for the week ending September 15, 1923, with comparisons:

Western dressed meats:	Week ending Sept. 15.	Previous week.	Cor. week, 1922.
Steers, carcasses	2,483	2,970	2,218
Cows, carcasses	901	676	1,320
Bulls, carcasses	25	28	34
Veal, carcasses	692	728	696
Lambs, carcasses	10,102	10,080	13,856
Mutton, carcasses	581	580	475
Pork, lbs.	64,052	73,115	128,161
Local slaughters:			
Cattle	1,172	1,747	1,667
Calves	1,569	2,038	2,250
Hogs	17,383	14,860	12,961
Sheep	8,546	8,018	6,187

## MEAT SUPPLIES AT PHILADELPHIA.

Receipts of western dressed meats and local slaughter under city and federal inspection at Philadelphia, Pa., are officially reported as follows for the week ending September 15, 1923, with comparisons:

Western dressed meats:	Week ending Sept. 15.	Previous week.	Cor. week, 1922.
Steers, carcasses	2,480	2,256	2,325
Cows, carcasses	668	724	573
Bulls, carcasses	280	249	18
Veal, carcasses	1,861	1,646	1,271
Lambs, carcasses	5,833	5,245	5,734
Mutton, carcasses	2,257	1,402	1,917
Pork, pounds	307,800	192,323	215,407
Local slaughters:			
Cattle	1,905	2,132	2,595
Calves	1,904	967	1,962
Hogs	19,927	18,623	17,490
Sheep	5,667	5,818	8,881

## WHOLESALE DRESSED MEAT PRICES.

Wholesale prices of Western dressed fresh meats were quoted by the U. S. Bureau of Agricultural Economics at Chicago and three Eastern markets on Thursday, September 20, 1923, as follows:

Fresh Beef—	CHICAGO.	BOSTON.	NEW YORK.	PHILA.
STEERS:				
Choice	\$18.50@19.00	\$18.00@19.00	\$20.00@21.00	\$18.50@20.00
Good	17.00@18.00	16.00@17.00	18.00@20.00	17.00@18.00
Medium	14.50@15.50	15.00@16.00	14.00@17.00	12.00@16.00
Common	10.00@13.00	13.00@14.00	11.00@14.00	9.00@12.00
COWS:				
Good	12.50@13.00	.....@.....	.....@.....	11.50@12.00
Medium	10.50@12.00	11.00@12.00	11.00@12.50	10.00@11.00
Common	7.00@ 9.00	9.00@10.00	10.00@11.00	8.00@ 9.00
BULLS:				
Good	.....@.....	.....@.....	.....@.....	.....@.....
Medium	.....@.....	.....@.....	.....@.....	.....@.....
Common	7.50@ 7.75	.....@.....	8.00@ 8.75	.....@.....
Fresh Veal—				
Choice	21.00@22.00	.....@.....	24.00@26.00	.....@.....
Good	19.00@20.00	.....@.....	20.00@23.00	17.00@19.00
Medium	14.00@16.00	11.50@12.00	16.00@19.00	15.00@16.00
Common	8.00@12.00	10.00@11.00	13.00@15.00	10.00@14.00
Fresh Lamb and Mutton—				
LAMB:				
Choice	27.00@28.00	28.00@30.00	28.00@30.00	28.00@30.00
Good	25.00@26.00	26.00@28.00	27.00@28.00	26.00@28.00
Medium	24.00@25.00	24.00@26.00	23.00@26.00	24.00@25.00
Common	20.00@22.00	20.00@22.00	20.00@22.00	20.00@22.00
YEARLINGS:				
Good	.....@.....	.....@.....	.....@.....	.....@.....
Medium	.....@.....	.....@.....	.....@.....	.....@.....
Common	.....@.....	.....@.....	.....@.....	.....@.....
MUTTON:				
Good	16.00@18.00	.....@.....	15.00@16.00	14.00@16.00
Medium	13.00@15.00	12.00@14.00	12.00@14.00	12.00@13.00
Common	9.00@11.00	9.00@12.00	8.00@12.00	10.00@11.00
Fresh Pork Cuts—				
LOINS:				
8-10 lb. average	25.00@26.00	26.00@27.00	29.00@31.00	27.00@29.00
10-12 lb. average	23.00@24.00	25.00@27.00	27.00@29.00	26.00@28.00
12-14 lb. average	20.00@21.00	23.00@24.00	24.00@26.00	23.00@24.00
14-16 lb. average	17.00@18.00	.....@.....	22.00@24.00	20.00@22.00
16 lb. over	14.00@16.00	.....@.....	21.00@22.00	.....@.....
SHOULDERS:				
Skinned	12.00@13.00	.....@.....	12.00@14.00	13.00@15.00
PICNICS:				
4-6 lb. average	10.50@11.00	11.50@12.50	12.00@12.50	.....@.....
6-8 lb. average	10.00@10.50	10.50@11.00	11.00@12.00	12.00@13.00
BUTTS:				
Boston style	17.00@18.00	15.50@16.00	17.00@18.00	15.00@17.00

\*Veal prices include "hide on" at Chicago and New York.



ae  
er  
is  
s  
s-  
p  
o-  
l  
l  
s  
n